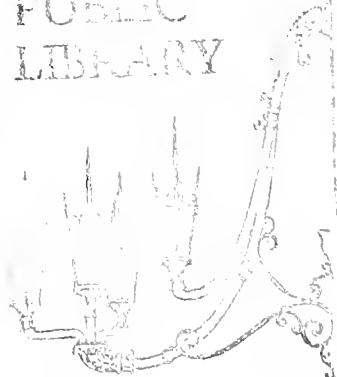


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Vol. 1



HOUSING IMPROVEMENT PLANNING PROJECT

VOLUME I

FINAL DEMONSTRATION PLAN FOR
THE SOUTH END/LOWER ROXBURY
BOSTON, MASSACHUSETTS

(RESIDENTIAL IMPROVEMENT PROGRAM)

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MAY, 1979

HOUSING IMPROVEMENT PLANNING PROJECT

VOLUME I

FINAL DEMONSTRATION PLAN FOR
THE SOUTH END/LOWER ROXBURY
BOSTON, MASSACHUSETTS

(RESIDENTIAL IMPROVEMENT PROGRAM)

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February, 1979

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Introduction

The grant award from the Department of Health, Education and Welfare, Office of Human Development Services, Office of Program Research and Evaluation to United South End Settlements (USES) for the Housing Improvement Planning Project (HIPP) focused on the planning of a demonstration project to coordinate the upgrading of the USES human service programs with the housing conditions for low and moderate-income residents. Program planning activities centered on a cross-cutting funding approach from multiple sources. Working in this Planning Stage for the past nine months has been instructive to the HIPP staff in illustrating the bureaucratic complications involved with a cross-cutting approach to program design and financial support. An overriding lesson of these work efforts lies in the realization that the "system" is not designed for integration between programs, agencies, or governmental departments. Factors such as timing, leveraging, information accessibility, personal contacts in agencies, and firm commitments regarding grant applications are difficult to coordinate.

This Demonstration Plan is one of four documents that were prepared during the HIPP Planning Stage. The other three products completed under consultant contracts for USES include:

- Innovative Housing Improvement Strategies, The State of the Art
Prepared by the Community Resources Group, Cambridge, Ma., September, 1978
- Innovative Housing Improvement Strategies, Inventory of Funding Sources
Prepared by the Community Resources Group, Cambridge, Ma., September, 1978
- Rehabilitation/Repair Handbook: Selection Criteria, Surveys, Plans and Costs for Residential Units and Structures in the South End/Lower Roxbury Housing Improvement Program
Prepared by City Design and Architecture, Boston, Ma., June, 1978

Together the four reports are intended to serve as a useful and informative guide for other community organizations throughout the country that are embarking on a neighborhood improvements project. The written materials outline

Introduction (cont'd)

the comprehensive planning efforts taken to initially research similar programs, to then process the information as it pertains to the South End/Lower Roxbury, and finally to solicit funding for a community-based program that integrates residential repair activities with human service needs of the population. The HIPP was originally designed to incorporate three written documents (the State of the Art Study, the Inventory of Funding Sources, and Selection Criteria for Residential Units and Structures) in the first third of this funding cycle, the planning process. The intent was to use these materials as a general information tool and springboard for pursuing program design and funding schemes in greater depth. However, unforeseen delays and difficulties with consultant firms prevented these deadlines from being realized.

One local community organization was written into the grant application for the HIPP funding to develop the residential structural and unit selection criteria. Once the HIPP grant was awarded to USES, a series of meetings were held with the organization's staff, legal counsel, and board of directors. Six weeks later, the board of directors voted not to assume the consulting contract. Thus, another consultant who could perform these tasks effectively and in a timely fashion was needed. Two lessons learned from this experience are that some organizations governed by board members are capable of preventing quick responses to already-established deadlines; and the outcome of board decisions may reflect their resistance to fully understand the material presented or their unfamiliarity with the concepts rather than their philosophical beliefs.

The second consultant included in the HIPP grant application entered into a contract with USES to prepare the State of the Art Study, the Inventory of Funding Sources, and an Evaluation Plan. After completion of two drafts each of the first materials, USES staff and the DHEW Program Officer agreed that the written products did not satisfy either agency's standard for comprehensiveness, quality,

Intoduction (cont'd)

or clarity in writing style. USES, DHEW, and the private contractor mutually agreed to terminate the contract and seek a new consultant. The ensuing constraints of time and of financial resources that the new consultant firm was subject to largely explains the housing repair emphasis of the State of the Art Report and the Inventory of Funding Sources.

These experiences taught HIPP staff to guard against similar occurrences in the future. When and if private consultants are written into subsequent grant applications, USES will either elaborate what this entails to the prospective consultant regarding scope of work and its acceptable quality and/or be prepared to utilize alternate, readily available consultants when the contract awards are made.

The HIPP Demonstration Plan seeks to document, in detail, all the steps taken in developing a housing improvement program for the South End/Lower Roxbury community. All efforts in the planning phase are ultimately directed at program implementation. One major piece of this report is the section labeled the planning process. The specifics involved in this holistic program development may not be directly applicable to local organizations throughout the US, but the approach, methodology, and key decision points used in this cycle may be instructive to groups embarking on a similar funding perspective. The HIPP staff found that beginning the funding search from a broad perspective (e.g., contacting several types of public, private, and not-for-profit organizations at the local, state, and federal levels) was critical to initial understanding of the potential resources to tap for financial and technical assistance. Then, through intensive investigations of narrower program concepts, individual program components tailored to the South End/Lower Roxbury emerged.

Introduction (cont'd)

Pursuing a cross-cutting methodology is challenging and sometimes frustrating since the program pieces do not always fit together in a legible, complete picture at any single time. However, if the program succeeds in receiving support for the implementation phase, it will more directly address specific needs of local residents.

The HIPPP staff wishes to extend thanks to Mr. Richard Jakopic, Project Officer of DHEW, OHDS/OPRE, and Ms. Karen Kollias of HUD Office of Neighborhood Development for their meaningful feedback to the HIPPP throughout its planning stages.

I. Statement of Need

The Housing Improvement Planning Project (HIPP) staff have developed a cross-cutting approach to funding neighborhood economic development for the South End/Lower Roxbury section of Boston. Five of the major problems currently facing North American cities in the area of neighborhood revitalization and economic development have been the Project's focus: unemployment, particularly among Third World youths; deterioration of older housing stock; a lack of comprehensive training and job creation efforts that provide long-term skilled jobs for inner-city residents; break-up of the extended family and its natural support systems (i.e., community and church organization); and displacement of low and moderate-income residents (particularly senior citizens) by market forces and gentrification.

Third World youth unemployment has in recent years become a topic of national concern, as evidenced by the passage of the Youth Employment Demonstration Act of 1977 and the Labor Intensive Public Works Act of 1978. This concern is well justified: the nationwide unemployment rate for teenagers of color has remained between 30 and 40 percent since 1973. In the South End/Lower Roxbury section of Boston, Third World youth unemployment exceeds 30% and the unemployment rate for all Third World residents is 18%.

The problem of deteriorating housing stock is endemic to all older urban areas. The process of aging and deterioration can have disastrous effects on the viability of a neighborhood. If these issues are not addressed in time, they can trigger a downward spiral of disinvestment and abandonment. This problem is exacerbated by the fact that low and moderate-income homeowners and renters, residents most in need of rehabilitation and maintenance services, are the least able to afford the

high cost of construction materials and labor. This is a particularly pressing problem in the South End/Lower Roxbury community where 31.2% of the population lives in households with total income below the poverty level.

Lack of jobs and decent housing have been conspicuous issues addressed by federal and state governments for the past two decades. Yet, the problems of inner-city neighborhoods have not been ameliorated; instead, they have been expanded and intensified. Public intervention in addressing human needs which were not successfully met through the "free" market has resulted in targeting narrowly defined populations to receive piecemeal and/or stop-gap "solutions". For individuals who are poor, unemployed, unskilled, uneducated, and subjected to ethnic, linguistic and racial discrimination and class oppression, problems cannot be neatly separated and eliminated. Each need and problem is interwoven with other social ills.

In conjunction with the need for employment and housing rehabilitation programs, a comprehensive human services counseling and training component is imperative. The need for this type of support system was made evident by a recent US General Accounting Office (GAO) study of job training programs in Boston and other cities throughout the country. This study showed that only 38% of the participants in a \$400,000. CETA on-the-job training program held their jobs for at least six months. Among the reasons cited for these low results was the lack of effective monitoring and counseling efforts.

Over the past several months, staff in several USES programs have reported an influx of calls from community residents who are being forced to leave their homes. Oftentimes, the client is an elderly person residing in a lodging house. The mounting pressure from the private

market developers to upgrade the housing stock for middle and upper-income residents directly impacts those residents with fixed and/or limited incomes. The 1978 USES Fall Planning Conference assigned the housing displacement as top priority to be addressed by the entire organization as a response to the increasing need. Thus the housing needs of community residents are to be addressed by the existing human services programs provided by USES. These programs include the Older Adult Program, the Family Life Education and Counseling Program, the Cooperative Economic Development Youth Program, the After-School Program, the Family Day Care Program, the Group Day Care Program, the Consumer Education Program, the Career Awareness Program and the DYS Non-Residential Youth Day Care Program.

The USES concern for housing displacement, combined with the other needs identified by the HIPPP studies, support a comprehensive approach to neighborhood improvements. This concept is consistent with the cross-cutting funding perspective designed for the HIPPP Implementation Phase. Multiple funding sources will also serve as "natural linkages" between existing and new human services provided by USES programs. Presently, USES receives program support from several private foundations and public agencies for discrete program activities. A cross-cutting approach will allow the USES-HIPPP to provide the neighborhood with a range of individual, residential, and neighborhood development programs that address the multi-dimensional needs of the residents on a comprehensive basis.

II. Goals and Objectives

Generally, the Housing Improvement and Planning Project (HIPP) focused on one major theme: to create a nationally replicable model of a cross-cutting approach to housing improvement, employment and human services at the local level. This approach led to more specific goals, each targeting a narrower component of the project. The following section of the HIPP Demonstration Plan lists all goals set by the HIPP staff.

A. Information

Goal:

The collection and compilation of locally specific, detailed data by six CETA survey researcher/youth work crew supervisors.

Activity Objectives:

- To collect detailed survey/data on specific sites to fill an information gap.
- To provide planners and human service providers with a comprehensive understanding of specific ownership and rental patterns/characteristics in the South End/Lower Roxbury area. This work effort will enable neighborhood development staff to pinpoint and update data of existing residential building and unit conditions, vacant site locations, and abandoned structures.
- To collect data in an effort to encourage heightened program contact with and awareness of community residents.
- As a result of this detailed groundwork, information will be compiled which illustrates unmet needs/gaps in human services. Future USES programs will address these local needs more effectively.

B. Human Services

Goal:

The provision of individual and group counseling to program participants addressing emotional, social, employment, familial, and/or career development issues. Referrals will be made when certain services cannot be provided by the USES program.

Activity Objectives:

- To aid men and women in coping successfully with the problems common to low and moderate-income, inner-city residents.
- To provide easy access or referral to the means of resolving problems if the counselor is not equipped to handle them him/herself.
- To provide counseling on general employment behavior, attitude, and responsibility.
- To provide career development, awareness, and counseling to neighborhood adults and youth.

Goal:

The provision of parental stress counseling and support system for coping with youth problems.

II. B. (cont'd)

Activity Objectives:

- To alleviate the feeling of social and emotional isolation experienced by many parents in dealing with their children, especially problem children.
- To develop a parent services system including: telephone counseling, group encounters, personal counseling, and special group counseling for single parents.
- To develop a peer support system for parents to strengthen the bounds of parental authority, and to outline the most appropriate methods of achieving these new responsibilities.
- To de-mystify parent/child conflicts.
- To facilitate positive human interaction within families, and among families throughout the community.

Goal:

The integration of existing and newly created USES human service programs in order to better serve South End/Lower Roxbury residents.

Activity Objectives:

- To improve communication between the various USES human service and neighborhood improvement programs.
- To create human service programs that target a broader population and more efficiently address unmet needs.
- To inform recipients of the USES housing repair program of other human services provided by the Agency which also address their needs.
- To seek program funding from multiple sources which cross-cut housing improvement and human service activities (i.e., the Older Adult Program, the Family Life Education and Counseling Program, the Cooperative Economic Development Youth Program, the After-School Program, the Family Day Care Program, the Consumer Education Program).

C. Housing and Community DevelopmentGoal:

Housing repair and maintenance for low and moderate-income property owners.

Activity Objectives:

- To reduce the cost of housing unit repair and maintenance for low and moderate-income owners.
- To facilitate the upgrading of South End/Lower Roxbury properties with the goals of stabilizing existing low and moderate-income property ownership, and preventing permanent displacement among these income groups within the community.
- To select buildings for repair or rehabilitation of low and moderate-income housing according to the following criteria:

1. Buildings should have good access (no more than a 10-15 minute trip by foot, public transportation, or taxi) to:

II. C. (cont'd)

- a. Social services - child care for families
 - medical care
 - programs for the elderly
 - b. Educational facilities
 - c. Municipal services
 - d. USES housing management office
 - e. Public transportation
 - f. Indoor and outdoor recreation facilities
 - g. Grocery stores and other neighborhood shops and services
2. The proposed rehabilitation should contribute to the improvement of neighborhood quality and should stimulate public and private investment in the immediate area.
 3. Buildings should be structurally sound in terms of the main supporting members.
 4. The cost of rehabilitating the property including the purchase cost and future management cost estimates should be competitive with that of all other buildings evaluated in this phase.
 5. The buildings should have good spatial adaptability for the proposed occupancy.
 6. Housing for the elderly or handicapped should have minimal barriers to access and movement; it should be either on the ground level or have an elevator. Proximity to neighborhood services, activities, and private or semi-private outdoor space (such as balcony or terrace) is particularly important for this group.
 7. Buildings should not have major flaws that make them unacceptable to the applicable codes for the proposed occupancy after rehabilitation.

Goal:

Housing repair and maintenance for low and moderate-income renters.

Activity Objectives:

- To reduce the cost of housing unit repair and maintenance for low and moderate income renters.
- To grant priority in the selection process of occupied apartment units for repair and rehabilitation with the following characteristics:
 1. Building occupied by tenants of low and moderate-income who are:
 - a. elderly,
 - b. handicapped,
 - c. families, or
 - d. long-term tenants (3 years or more)

II. C. (cont'd)

2. Buildings whose financial analysis allows low or moderate-income persons to become owners through various means such as sweat equity, rehabilitation programs, subsidies, or revolving loans.
3. Units with hazardous conditions and/or code violations, provided solutions to such problems are cost efficient.
4. Improvements that will substantially improve the comfort and safety of tenants; for example, improvements may include electrical and plumbing repairs, as well as improvement of heating or insulation, windows, weather stripping, locks, plaster or tile work, floors, stairways, mail boxes, painting, bathroom fixtures, or kitchen appliances.
5. Units which are vacant and unrentable because of condition. The intent is to increase the total amount of low-income rental housing stock by this means.
6. Improvements that result in energy savings, e.g., storm windows, insulation and weather stripping, skylights, solar heating, repairs to the heating system, repair of thermostats.
7. Tenants or owners who can share expenses or provide "sweat equity" through their own labor.
8. Work should not relocate existing tenants.
9. Buildings generally should not have major structural or mechanical problems that will affect the units proposed for rehabilitation. For example, furnaces, roofs, major plumbing lines, and major electrical supply lines would not normally be included as part of this program.
10. Owner approval of the repairs in the form of a written contract is required; this may incorporate a financing agreement.
11. Tenants, buildings, owners, and USES must agree on improvements; work must be approved by USES.
12. Rents of rehabilitated units shall remain within the financial capability of tenants occupying the units at the time of rehabilitation.

Goal:

To address the increasing pressures by the private housing market to displace low and moderate income community residents.

Activity Objectives:

To provide legal and supportive counseling to community residents faced with the possibility of forced relocation from their current housing.

To assist the relocatees in finding another residence which suits their housing needs within their means.

To refer residents to other agencies and/or groups whose purpose lies in specifically working with cases of this nature.

II. C. (cont'd)

Goal:

To support Boston's Housing Improvement Program (HIP).

Activity Objectives:

- To aid the low and moderate-income community residents in housing repair/rehabilitation not served by or eligible under the City's HIP, whose primary program beneficiaries are middle-income residents.
- To provide residents with a housing improvement option that does not require a major financial outlay upfront in order to initiate the housing repair process.

Goal:

To insure that the Boston Redevelopment Authority's urban renewal close-out activities in the South End/Lower Roxbury community are compatible with low and moderate-income residents' needs and preferences.

Activity Objectives:

- To offset the City's encouragement of high-income housing development in the South End/Lower Roxbury, at the expense of low and moderate-income residents who are displaced.
- To pressure the City into fulfilling promises made to displaced residents at the inception of the urban renewal activities, by designating housing developers committed to low and moderate-income interests.
- To resist further "gentrification" of the South End/Lower Roxbury, an area with a unique mix of economic, racial, ethnic, class, and social interests.

Goal:

Creation of congregate housing for low and moderate-income elderly and/or handicapped residents in the South End/Lower Roxbury.

Activity Objectives:

- To provide this segment of the population with a viable housing alternative to rooming houses. Prior to this decade, local lodging houses adequately accommodated the number of elderly and handicapped persons of the area.
- To demonstrate an innovative housing design particularly suited to elderly and handicapped persons desiring a semi-autonomous lifestyle.

Goal:

The establishment of a Revolving Loan Fund available to low and moderate-income homeowners and tenants for housing improvements.

II. C. (cont'd)

Activity Objectives:

- To finance residents in the repair and/or rehabilitation of housing, who would otherwise not be able to carry out such projects under conventional financing mechanisms.
- To encourage residents, who previously tolerated deteriorating housing as a fact of life, to repair and/or rehabilitate their housing.

D. Neighborhood ImprovementGoal:

Successful completion of different neighborhood improvement projects.

Activity Objectives:

- To upgrade streets, alleyways, and park areas.
- To restore existing residential and commercial property owners' confidence in the economic viability of the surrounding area.
- To stimulate (re)investment and maintenance activity for purposes of sustaining the present population mix in the South End/Lower Roxbury area of Boston.
- To stabilize South End/Lower Roxbury neighborhoods and avoid displacement of existing residents.
- To facilitate cooperation and coordination of resources (financial, professional, etc.) among the South End/Lower Roxbury neighborhood associations and groups.
- To strengthen the neighborhood's aesthetic appeal and positive image among existing long-term residents.

E. Employment/Job CreationGoal:

To retain existing and create new employment opportunities for low and moderate-income adults and youths.

Activity Objectives:

- To employ persons who have been out of work for an extended period of time and/or who are unable to find work as a result of economic conditions in industries, such as building and construction.
- To provide meaningful, challenging, and skilled/semi-skilled job opportunities to unemployed persons, especially those normally without access to skilled jobs. On-the-job training and supervision, supplemented by workshops and employee information-sharing meetings, will provide the training and experience required to successfully perform in the specified neighborhood improvement positions.

Goal:

The provision of employment and training to neighborhood youth, ages 14 to 21 years.

II. E. (cont'd)

Activity Objectives

- To provide on-the-job training and skills workshops in the several disciplines of the construction industry, particularly in housing repair and maintenance.
- To encourage individual development and a positive self-image through the realization of the direct results of one's work efforts.

Goal:

The provision of non-construction industry experiences for neighborhood youth between the ages of 10 and 16 years.

Activity Objectives:

- To establish a swithboard-referral service to provide needed services to community residents and part-time jobs for junior high school and high school-aged youth. South End/Lower Roxbury residents in need of assistance with odd jobs such as house cleaning or baby sitting will be able to contact a referral service that will in turn contact young people interested in performing the desired task(s). These youth will be screened regarding interests and trained in on-the-job work habits prior to receiving assignments.
- To assist South End/Lower Roxbury youth in locating after-school, weekend and summer jobs performing such activities as gardening, house painting and shopping for elderly or disabled persons.
- To employ young people to assist program supervisors with on-going USES programs such as the Older Adult Program the Day Care Program, and the After-School Program.
- To employ youths to clean up vacant lots, alleyways and open spaces; and assist with the construction of playgrounds and planting public green spaces.
- To provide training in crafts such as macrame, t-shirt silkscreening, and baking for profit. This is an established component of the USES Cooperative Economic Development Youth Program. Based on the Junior Achievement model, it strives to teach the principles of cooperation and responsibility as well as basic business and marketing skills.
- To instill in these adolescents a sense of personal worth and the knowledge that they can make valuable contributions to their community.
- To expose these young people to positive, supportive, well-supervised, and worthwhile job experiences; thereby encouraging the early development of good work habits, responsibility, and the ability to work with other people.

Goal:

The provision of "sweat equity" opportunities to residential property owners.

II. E. (cont'd)

Activity Objectives:

- To provide participants in the "sweat equity" program with property maintenance and repair skills to be applied to their own dwelling units and potentially to other residences.
- To provide low and moderate-income residential property owners with a low-cost alternative to private contractors for light housing repair and property maintenance tasks.
- To alleviate low and moderate-income residential property owners' feelings of physical and financial impotence in dealing with housing problems.
- To develop a skills workshop program for "sweat equity" participants to insure a certain level of competence and quality of completed tasks.

F. Integration of FinancingGoal:

The development of a cross-cutting approach to funding the several components of the HIPP (human services, neighborhood development, housing improvements and employment).

Activity Objectives:

- To optimize public funding sources taking agency (USES) limitations into account.
- To optimize private funding sources, particularly those with an urban and/or neighborhood orientation.
- To document the process involved in developing a nationally replicable model including the following issues: timing, leveraging, political and community contacts, and access to information.
- To develop a nationally replicable model of methodology used to achieve a cross-cutting funding strategy.
- To document the advantages and disadvantages of a cross-cutting approach to funding as opposed to the generally employed, single grant approach on the local level.

III. Planning Process

Throughout the nine-month HIPP planning process, seven USES staff persons were actively involved in different capacities and time commitments. The project planner invested 100% of her work efforts on this activity; the project manager devoted approximately 20% of his time to the HIPP, and four work-study students (three in urban planning graduate school and one college senior majoring in economics) were available for ten hours a week during the academic year, and as full-time project staff during the summer months (June, July, August).

At USES Planning Staff Meetings, other program managers were updated on the HIPP activities through regular progress reports. Individual staff members from various programs (i.e., the Older Adult Program, the Cooperative Economic Development Youth Program and Management) participated in particular aspects of the HIPP planning process including: a site visit to the Norfolk Street Congregate Housing Development for the Elderly in Cambridge, Ma., brainstorming sessions to meaningfully integrate existing USES programs into the HIPP program design for grant applications, and technical assistance with preparing budget projections.

The planning process undertaken by the HIPP staff began with a flexible plan of general activities/areas to investigate. This outline was frequently revised based on new information and experiences of the staff. Goal and objective setting were redefined and refined throughout the project. The acquisition of new information inevitably led to several other data sources to tap, thus producing a multiplier effect. This on-going approach throughout the planning process resulted in an efficient method of developing a comprehensive program of cross-cutting funding sources.

III. (cont'd)

After establishing a general strategy, HIPP staff set out to gather programmatic information from multiple sources. The most frequently used and helpful sources were personal contacts or first-hand referrals from other professionals in the field. Being a long-established organization in the South End/Lower Roxbury, USES has dealt with many other organizations, public and private, throughout the Boston metropolitan area, the state, and Washington, DC. Consequently, numerous agency contacts facilitated entry to personal interviews and telephone conversations. In addition, each member of HIPP's staff had several professional contacts of his/her own from previous employment and community involvement to pursue.

The interviews with other South End/Lower Roxbury agencies engaging in similar housing and human service goals (e.g. IBA, TDC, South End Little City Hall, Boston HIP,-see planning profiles) had little or no adversary tones. The HIPP staff felt this cooperative attitude toward information sharing reflected two characteristics of the community: 1) that there were no overt conflicting goals or competing turf issues among agencies contacted, and 2) that there was a real need for HIPP implementation in the South End/Lower Roxbury section of Boston since no local agency or group was currently preparing to or equipped to address this target population on this specific issue. The USES housing and human service program design assumes a programmatic jurisdiction different from the other existing community programs. The HIPP addresses residents and structures that were ineligible for or denied assistance from already established programs.

III. (cont'd)

The project planner and manager conducted the majority of in-depth interviews during the first four months of the planning phase. In general, initial efforts in the information-gathering process culminated in many more leads to contact. Once this cycle was underway, the majority of information was collected in this manner. Published information by private and public agencies served as another data source. However, written information was rarely the initial or the most comprehensive contact HIPP staff had with an organization or program; it generally provided supplemental information.

Interviews were designed to investigate the following:

- The current status of local, state, and national projects similar to one or more components of HIPP.
- The first-hand experiences of the interviewees in designing, financing, and administering human services, housing and/or community development programs.
- The unidentified and/or unmet needs of South End/Lower Roxbury residents.
- Possible contacts, advisors, and technical assistants to be tapped in the future during the HIPP program implementation stage.

The interviews were crucial to the development of realistic programs financed by cross-cutting funding sources. Through HIPP's dynamic planning process, the vast experiences of many people were integrated with objective data to yield a project specifically geared to fulfill current needs in the South End/Lower Roxbury community. These programs strive to strengthen social, economic, and physical conditions for local residents.

The following three and a half months of the planning process focused on completion of several grant applications. The availability of work-study students on a full-time basis resulted in a high level of in-house productivity. Eight grant applications to various public agencies and private foundations were prepared for program implementation funds.

III. (cont'd)

The grant proposal process ranged from two weeks to two months, depending on the specific grant requirements, the number of staff assigned to the task, and the amount of written materials already available in-house for use in the final application. Private architectural consultants were used minimally in the preparation of one grant application; all other proposals were prepared totally by USES staff.

Response time of the grant proposal status by the granting agency also varied. To date, all the responses have not been received by USES. Compared with the date stipulated in the instruction manual, the responses by most grantors regarding HIPP applications have been delayed. Thus, the attempt to coordinate timing and receipt of funds from multiple funding sources further complicates program implementation.

Conclusion

Highlights from the interviewing phase which were then incorporated into the final HIPP program design and the respective funding applications can be summarized as follows:

- The Just-A-Start model provided specific program design elements to the HIPP implementation scheme which include: the hiring of CETA workers to reduce the labor cost of housing repair to the residents and initiating the program on a small scale gradually expanding the number of recipients once the management and procedural mechanics are in place.
- The Urban Reinvestment Task Force revolving loan fund as it exists in the Neighborhood Housing Services model could be replicated in the South End/Lower Roxbury community for homeowners and tenants who currently experience difficulty in securing housing repair

III. (cont'd)

loans from conventional lending institutions. This financing mechanism addresses existing gaps in the loan market regarding money available to low and moderate-income tenants.

- Congregate housing represents an attractive housing alternative for elderly South End/Lower Roxbury residents by simultaneously providing an individual with the opportunity for autonomy and group socializing in one residential setting. This concept particularly responds to the displacement pressures on the lodging house residents. The Norfolk Street Congregate Housing for the Elderly illustrated these program potentials.
- The Tradewinds program, Urban Edge, Homeowner's Rehab. Inc., the Cambridge 312 Rehabilitation Loan Program, and the Boston Housing Improvement Program all indicate the necessity of a housing rehabilitation specialist to conduct individual residential site surveys and of a counseling program for homeowners and tenants regarding program logistics for funding eligibility and legal concerns.
- Several interviewees stressed the importance of a training program for community residents in housing repair and rehabilitation skills. Sweat equity programs stimulate resident involvement and contribute to lower repair costs.
- There are numerous avenues to pursue for funding the HIPP implementation phase as demonstrated by discussions with the Massachusetts Home Mortgage Finance Agency, Homeowner's Rehab., Inc., and the Just-A-Start staff. Although the South End/Lower Roxbury neighborhood can be characterized by the unusual combination of housing needs and limited access to City

III. (cont'd)

allocated funds, other local programs have succeeded in cross-cutting funding strategies to support their program goals. Similar programs in the metropolitan area represent useful models of financial leveraging for the HIPP program design.

The following profiles document the nine-month planning process in detail. The interviews are generally grouped by similarity in agency or program purpose.

A. Agency/Program: Just-A-Start (JAS)
 Cambridge Redevelopment Authority (CRA)
 336 Main Street
 Cambridge, Ma. 02139
 (617) 492-6800

Interviewees: Gordan Gottsche, Director
 & Positions: Van Spanos, Program Coordinator

B. Agency/Program Purpose:

Just-A-Start (JAS) is a skills-training/learning experience program in housing repair/rehabilitation and community maintenance. This program represents one component of the Cambridge Wellington-Harrington Neighborhood Stabilization Program and the Cambridge Home Improvement Program coordinated and operated by CRA. JAS employs youth between the ages of 14-20 years of age to perform various housing and community services to upgrade the interiors and exteriors of residential buildings and to maintain public open spaces.

C. Financing of Program and Implementation:

JAS currently operates a CETA Title VIB project to perform rehabilitation "packaging" and a CETA Title III Youth Community Conservation and Improvement Project (YCCIP) which tie in with other Cambridge Community Development Block Grants and private contributions (e.g. financial and in-kind). The youth work crews are closely supervised by adult staff who are trained in specialized housing repair/construction skills. The crews primarily perform light rehabilitation such as painting, carpentry, and weatherization and clean-up activities for environmental betterment/beautification. When substantial housing rehabilitation projects are initiated, private contractors complete the major structural and mechanical renovations. Besides on-the-job training, JAS provides work-training sessions including shingling, clapboarding, sheetrocking, flooring, wallpapering, window and door installation, foundation masonry repair, materials and renovation cost estimating, and wreck-out. There are regular summer seminars on career opportunities and job-seeking techniques for program participants considering employment in the construction field.

Mr. Gottsche outlined the major elements necessary for the JAS Program: policy support from the community leaders and agencies; program development and funding; administrative and management capability; rehabilitation packaging services available within the community; financial packaging (e.g., HUD Section 312 loans, Boston HIP, and local bank financing); and, a youth employment and training program. Mr. Gottsche stressed the importance of getting all these components in place before embarking on the program implementation phase so that the system and scheduling can run smoothly.

The resident beneficiaries pay for all the supplies and materials used in the repair work, while the funding for youth and adult supervisors comes from public funds. Trained staff of JAS provide free estimates to the participating residents on the cost of materials.

JAS jointly sponsors a housing management program with a professional management company. The purpose of this service is to train interested persons in managing housing developments. The City of Cambridge pays for half of the training costs.

D. Relevance to USES Program Design:

The interviews with Mr. Gottsche and Ms. Spanos brought up some helpful hints throughout the program planning, development, and implementation stages. The highlights from their years of experience working with JAS are:

- In undertaking a new program, start out small (i.e., three work crews) so that the scheduling and coordination of job assignments is manageable.
- It is recommended that the youth crew supervisors be adults (preferably 25 years or older) with relevant work experience, and who are familiar with supervising teenagers;
- Space requirements are important; JAS needs a stock room, a place to administer and manage the program, a reporting area for the crew workers at the beginning and the end of the day, and a meeting/congregating area for individual or group meetings.
- Varying job assignments to the work crews are more interesting and educational to the youths and generally result in better productivity since the program participants are more likely to be stimulated by the work.
- The best approach in training the youths is to begin with basic skills in housing repair, then expand the training to encompass more complicated tasks once the individuals or crews have demonstrated repeated competency.
- Smaller crew sizes (4-6 youths) are better for more specialized housing improvement skills (i.e., carpentry) whereas, larger crews (8-10 people) are preferred for more basic repair work (i.e., exterior painting, clean up).
- In order to control quality work and on-the-job responsibility among the youth workers, it is important to carefully screen the youth applicants. JAS stresses pre-employment interviews individually so that the work standards and employment rules will be clearly understood before the young adults begin their jobs.
- The youths start at minimum wage and then become eligible to receive salary raises in steps according to their demonstrated ability, performance, and attitude on the job.
- Generally it is desirable to mix the ages, skills, and competency of the youths within the crews so that those who are younger and/or less experienced in the job tasks may learn from others in the group.

E. HIPP Program Directions and Decision Points:

Mr. Gottsche and Ms. Spanos were interviewed early in the program development phase of the HIPP grant. In several respects, these interviews provided the HIPP staff with one cornerstone of the final design program. The JAS program was very helpful in establishing some basic guidelines regarding how to approach the program planning, development, and implementation phases; particularly since JAS administrators have 10 years of experience refining

Just-A-Start (JAS)

Cambridge Redevelopment Authority (CRA) (cont'd)

the program activities and policies. One of the most valuable suggestions repeatedly mentioned by both JAS interviewees was to begin the South End youth program small; iron out the kinks, and then begin to expand the number of program participants and beneficiaries once the system is running smoothly and the community has become familiar with individual residential accomplishments. "Don't bite off more than you can chew." should be the initial theme of the program design, particularly if the adult supervisors, program manager, rehabilitation specialist, and stock room staff are all new to their positions.

Mr. Gottsche also emphasized the distinction between the City of Cambridge and the South End/Lower Roxbury (as a neighborhood in Boston) regarding funding sources. Much bureaucratic red tape is reduced in Cambridge because it is smaller and it is a city separate from Boston. JAS received increased support from Cambridge after good track records were established. This is probably more crucial to the South End/Lower Roxbury community regarding evaluation from the numerous offices in the City of Boston through which applications for financial support must be approved.

Prior to beginning the JAS Program in Cambridge, Mr. Gottsche created a similar program in the South End. He felt that the South End JAS failed after a few years primarily because the BRA policy support faded. Those persons from the BRA who were originally tied in with the South End either left the BRA or lost interest in the Program in response to a changing political climate. Thus, especially for the South End/Lower Roxbury youth program, strong support from City officials and bureaucrats is a prerequisite for immediate and continued program success.

A. Agency/Program: Homeowner's Rehab. Inc.
678 Massachusetts Avenue
Cambridge, Ma.
(617) 868-4858

Interviewee: Mel Gadd
Position: Director

B. Agency/Program Purpose:

The Homeowner's Rehab, Inc., in Cambridge is a not-for-profit corporation which provides work equity and financing to Cambridge residents trying to convert from tenant to homeowner status. The underlying premise of this concept is to provide low and moderate-income tenants with the opportunity to build up a personal equity portfolio to increase the percentage of low and moderate-income homeowners in Cambridge; and to upgrade the condition of vacant housing structures in Cambridge.

C. Financing of Program and Implementation:

Staff at Homeowner's Rehab give detailed technical assistance to participating program beneficiaries in the areas of financial counseling and housing repair/rehabilitation skills. The program applies to vacant units of all conditions throughout Cambridge (although the housing structures qualifying in this category disproportionately are located in East Cambridge, Central Square, and Cambridgeport). The program, to date, primarily services families with incomes ranging between \$10,000 - \$15,000. Mr. Gadd explained that families with lower incomes would have much more difficulty making their mortgage payments.

There are three ways in which prospective homeowners can find available housing: through their own search, which is usually the quickest method; through Homeowner's Rehab., the staff and committee try to match interested residents with existing housing lists of vacant units; and through tenants occupying a building in which the present owner wants to sell. In all of these situations, Homeowner's Rehab purchases the residence for the tenants to rehab, with the final intention of transferring ownership to the tenants once the repair work is satisfactorily completed. Homeowner's Rehab. secures local bank loans for the home mortgages at interest rates 1-2 points lower than market rates. Usually, Homeowner's Rehab owns the structure for approximately eighteen months before it is transferred to the family for ownership.

Drawing upon the training of the two registered architects on staff, cost estimates for the actual rehabilitation work necessary and financial packaging (except for legal services) are supplied in-house. Mr. Gadd estimates that the staff expertise reduces the total cost of these operations by 20-30% compared with that of a private developer.

Financial support for Homeowner's Rehab. comes from Cambridge CDBG for program administrative costs; private foundations for a small revolving loan fund (i.e., about \$40,000.); local lending institutions for private loans at below market rates; and in-kind services for housing improvements in the form of youth crews sponsored by the Cambridge Just-A-Start Program and sweat-equity repair activities by program participants. When Just-A-Start crews are available to Homeowner's Rehab. for individual housing projects, they assist in cleaning around the outside of the building, ripping out the inside of the residence (for gut rehabilitation jobs), landscaping, and interior repair tasks (e.g., painting,

Homeowner's Rehab., Inc. (cont'd)

flooring, sheetrocking).

D. Relevance to USES Program Design:

The Homeowner's Rehab. program information was extremely relevant to the HIPP orientation and useful in refining a program design which is tailored to the South End/Lower Roxbury community. Mr. Gadd was particularly helpful in pointing out ways in which his agency could be improved and/or strengthened and the specific approaches which would lead to more cost (time and dollars) effective results.

Coordinating Homeowner's Rehab. with Just-A-Start definitely further leverages public funds. However, because the programs are administered separately and potentially can overlap, scheduling becomes a critical issue. For this reason, Homeowner's Rehab. cannot always fully maximize its affiliation with Just-A-Start if the work crews are assigned to other jobs. Similarly, situations arise where staff of Homeowner's Rehab. or future owners perform tasks. This occurrence is due to the time constraint in finishing the housing improvements as quickly as possible so that the agency can transfer title of ownership.

With regard to seasonal adjustment of work tasks, Just-A-Start is most beneficial to Homeowner's Rehab. during the summer since the program expands when youths are not attending school. Thus, Just-A-Start performs more exterior work than interior improvements. Mr. Gadd notes, however, that the outside tasks have a more visible impact on the neighborhood, especially in the minds of residents who are not program beneficiaries. He suggested that more emphasis be placed on job training in the field of housing construction/rehabilitation for youth participants in Just-A-Start. In order for a youth employment and training program to accomplish its career development purpose, more formal vocational classroom teaching should be provided. In this way, the youths will receive real job skills in the construction field which will make them more marketable when they enter the job market for permanent, full-time work.

Experience at Homeowner's Rehab. has resulted in the following "findings" by the director:

- A one-to-one relationship is definitely preferable for instructing housing rehabilitation skills (one Housing Rehab. staff persons to one work equity adult participant).
- Seeking program support from public funding agencies (i.e., HUD) approximately doubles the cost of housing improvement work because of increased administrative and accounting tasks.
- Local bank support for construction and permanent financing is key to the program's existence and viability. To date there have been no defaults on individual mortgage payments.
- When selecting a staff to run a program such as Homeowner's Rehab., at least one person should be very knowledgeable on housing rehabilitation; (s)he does not necessarily have to be an architect since architects are often unfamiliar with this aspect of design.

Homeowner's Rehab., Inc. (cont'd)

- For a revolving loan fund to be really successful, the initial outlay should range between \$100-300,000. A larger fund enables the program to use some of its money as collateral for future homeowners prior to completion of the financial packaging.
- Working class families who are tenants seeking to become homeowners prefer a condominium form of homeownership over a housing cooperative.
- Lawyers are extremely reluctant to reduce their fees for ownership closing costs for low or moderate income investors.

E. HIPP Program Directions and Decision Points:

The conversation with Mr. Gadd suggested that the USES HIPP planner should talk with staff at the Boston's HIP in an effort to contract for coordinated work efforts and funding sources.

Homeowner's Rehab represents a working model of cross-cutting funding sources at the local and national level. The staff interview also stressed: the importance of timing for each residence from the point of receipt of bank loans to the transfer of title; and the crucial relationship of in-house capabilities to getting the program in place in an effort to hasten completion of the rehabilitation and financing process. The Homeowner's Rehab. staff is constantly reminded of the trade-offs between meeting time deadlines to minimize costs and labor saving approaches (through Just-A-Start or work equity, which can take more time) to reduce construction costs.

Mr. Gadd mentioned the proposed legislation for the Massachusetts Home Mortgage Finance Agency (MHMFA) as an avenue for the USES program to pursue. MHMFA will be able to write 30-year mortgages (vs. the prevailing 25-year mortgages) at below market interest rates. The long-reaching effect of this program is its potential to serve low-income persons. The HIPP staff decided to follow-up on MHMFA as a financial resource once the agency operations are in place. (See planning profile "MHMFA".)

A. Agency/Program: Cambridge 312 Rehabilitation Loan Program
Community Development Office
57 Inman Street, 3rd fl.
Cambridge, Ma. 02139

Interviewee: Joe Youngworth
Position: Director of 312 Program in Cambridge

B. Agency/Program Purpose:

The HUD 312 program is designed to provide low interest loans (3%) for housing rehabilitation to low and moderate income homeowners in Cambridge.

C. Financing of Program and Implementation:

The Cambridge 312 office takes an active role in coordinating individual applications with the homeowner's budget, personal finances, and management abilities. This Program is closely tied to Cambridge Just-A-Start (administered by the Cambridge Redevelopment Authority and Homeowners Rehab. to more fully maximize/leverage the physical, economic, and social benefits of the various program offerings. Participants of the 312 program can contract directly with the Just-A-Start crews for renovation work to be performed. There are also small, private sub-contractors trained as plumbers, electricians, roofers, and carpenters who are accessible to the 312 beneficiaries. These people are contacted when their specific technical expertise is necessary to complete the repair task.

One of the underlying principles of the 312 program is to avoid displacement of existing residents. Several mechanisms employed to prevent this occurrence are: leased housing, rent skewing, refinancing of home mortgages, assigning Just-A-Start workers to individual residences to reduce the cost of housing improvements, sub-contracting, and conversion to cooperative ownership. A committee representing the respective non-profit housing improvement corporations in Cambridge, composed of local residents and citizen planning groups, determines who is eligible for 312 loans among the applicants.

The 312 program also grants non-interest loans to qualifying residents for various reasons (i.e., old age, very low income, other financial burdens/debts.) In general, the income limits for eligibility reflect those used in HUD Section 8 guidelines for low income tenants. Usually, there is a minimum of a year residency requirement. Also, the committee is more responsive to applicants who have demonstrated an active role/concern for housing repair in the past. Once the 312 program was underway in full force, word of mouth proved to be the most effective advertising method.

Each structure that is supported by the 312 program undergoes a lead paint test, is required by the City of Cambridge to install a smoke detector system, and is evaluated in terms of energy conservation/weatherization devices. To date, the Cambridge program only applies to single-family owner-occupied structures.

D. Relevance to USES Program Design:

The Cambridge 312 program provides a good working model for USES regarding assistance to owner-occupants and represents a well-thought-out scheme for integrating several housing improvement resources. Mr. Youngworth suggested several alternative financing approaches to accomplish the same result for multi-family

Cambridge 312 Rehabilitation Loan Program
Community Development Office (cont'd)

housing: convert from renter to cooperative ownership; convert from renter to condominium ownership; initiate a revolving loan fund from federal, state and private agencies; allow a floating interest rate on housing repair loans; develop an insurance program where local banks process and administer the financing component of the 312 applications; and coordinate non-profit organizational and community development corporations' efforts with government programs to enlarge the potential outreaching effects of public support for housing improvements.

E. Program Directions and Decision Points:

This interview added further emphasis to the real possibility of cross-cutting financial resources in order to extend the program's impact. A pivotal point of the Cambridge 312 program is the technical assistance it offers to the eligible beneficiaries from the date of application through the completion of the housing repair phase. In effect, this program eliminates the high cost of a private construction contract yet provides the same services to low and moderate income citizens. The conversation with Mr. Youngworth signaled the need for each of the three housing rehabilitation programs. It also demonstrated how they can become self-sustaining once the neighborhood sees the final products and realizes the positive impacts the program(s) can have on the individual residences and the neighborhood as a whole. Residents are reliable sources of spreading program information to neighbors when this program familiarity may have long-reaching effects to their home environment.

The mandatory housing evaluation in certain areas is a valuable program concept to incorporate into the final HIPPP program design. It ensures that certain factors affecting the housing condition, safety, and maintenance costs will automatically be included when improvements are done; yet, it does not necessarily represent escalated costs from imposed compliance with housing code standards.

- A. Agency/Program "Tradewinds"
 Jamaica Plain Neighborhood Development Corporation (JP-NDC)
 169 Amory Street
 Jamaica Plain, Ma.
 (617)524-2555

Interviewee: Mike Gondek
 Position: Director

- B. Agency/Program Purpose:

"Tradewinds" is a homeowner-oriented program designed to stimulate neighborhood stabilization. The program employs and trains high school-aged youth in house painting and light repair activities. It provides owner-occupants with the labor component for needed housing repair and maintenance work. The owner-occupant is responsible for covering material costs of the job.

- C. Financing of Program and Implementation:

CETA Title VIB was used in 1977 to fund adult staff, administration and youth supervisory costs. Youth workers are funded through a CETA Title III contract. Originally, youth salaries were covered by ABCD summer jobs monies.

- D. Relevance to USES Program Design:

"Tradewinds" supplements the City of Boston's Housing Improvement Program which mainly benefits moderate-income homeowners who can afford to buy materials "up-front" and wait for a rebate on a percentage of material costs from the City. There is a large need in both JP and the South End/Lower Roxbury for housing repair and maintenance assistance to low-income homeowners which this program supplies. The job creation and training potential of "Tradewinds" addresses the need in the South End/Lower Roxbury for increased employment opportunities and skills acquisition for low-income residents.

The eligibility criteria used by the "Tradewinds" program is not income-based. Program priorities are determined by the house's geographic locations, the owner's length of residence, whether or not the owners and/or tenants are elderly or Third World, and the degree of importance of the needed repair work to the residential structure.

- E. HIPP Program Directions and Decision Points:

Due to the ready availability of youth employment funding, the existing USES program experience through the Cooperative Economic Development Youth Program (CEDYP), and the existence of successful model youth programs such as Just-A-Start, in Cambridge, and JP's "Tradewinds", USES decided to replicate such an approach to providing low-income residents with needed and presently unavailable housing repair assistance. The "Tradewinds" program gave the HIPP staff a better sense of specific CETA hiring and pay limitations that would have to be faced when putting together an adult supervisory program staff. The "Tradewinds" experiences with youth crews also helped USES establish hiring qualifications for the youth supervisors (i.e., persons familiar in working with and training youth). Large turnover and

"Tradewinds" JP-NDC (cont'd)

discipline problems with CETA youth due to eligibility requirements suggested that USES initiate its program design by using City of Boston Project YES CETA funding which funds in-school youths, thereby presenting fewer work-setting problems than CETA eligible high school drop outs.

- A. Agency/Program: *Jamaica Plain Neighborhood Development Corporation (JP-NDC)
 169 Amory Street
 Jamaica Plain, Ma. 02130
 (617) 524-2555

Interviewees: Elwina Bennet, Project Director
 & Positions: Barbara Kaplan, VISTA Architect

B. Agency/Program Purpose:

This JP-NDC program was created in response to recent changes in the Federal Life Safety Code Standards that affect 20 existing wood-frame nursing homes in the Jamaica Plain community. It is possible that present nursing home owners will choose not to spend the money required to bring the homes up to structural code standards. If this situation follows, community planners fear that because the buildings would be too costly to be reconverted back to single-family residences, the properties will be left empty once the nursing homes are closed. Neighborhood residents are concerned with the ensuing potential for vandalism and with the appropriate new use of the properties in terms of the quality of life and the respective residential stability of the neighborhood.

The NDC is investigating the possibility of purchasing one to three nursing homes that will close and convert them to elderly congregate housing through a two-pronged program process. The program has a technical component and a neighborhood participation process component. The technical portion will include needs assessment and the design of compatible space. The neighborhoods will be involved through steering committees in determining acceptable uses of the property/structure and in integrating the elderly residents into community activities and programs.

C. Financing of Program and Implementation:

This JP-NDC activity is currently financed through a planning grant from the Boston Commission on Elder Affairs.

D. Relevance to USES Program Design:

The contact with the JP-NDC Congregate Housing Program was most useful in connecting the HIPP staff with the network of persons/groups in Massachusetts who are beginning to investigate and/or become involved in elderly congregate housing programs (i.e., Massachusetts Citizen's Housing and Planning Association, Back Bay Aging Concerns). It also was helpful in the general sense of becoming familiar with relevant funding sources and the structure of the actual program operations in Jamaica Plain.

The South End/Lower Roxbury and Jamaica Plain communities have very different elderly housing problems. Wood-frame nursing homes are not prevalent in the South End. Thus, the JP-NDC project is not directly useful to the HIPP as a model. However, several of JP's implementation problems experienced thus far, such as the housing quality and type and timing of neighborhood participation meetings, help in initial stages of the HIPP final program design. Lessons learned from the JP experience are to avoid delays and unworkable disagreements by scheduling community input at different (later) stages of the program and through different input mechanisms.

*Grant to investigate the conversion of existing nursing home to demonstration elderly congregate housing.

Jamaica Plain Neighborhood Development Corporation (JP-NDC) (cont'd)E. HIPP Program Directions and Decision Points:

Originally, the HIPP staff considered writing a handbook for planners and designers on congregate housing issues and programmatic funding sources. Through the JP-NDC contact, the staff learned of another group in Boston that is currently putting together such a handbook. After assessing what other Massachusetts groups are pursuing, the HIPP staff found there was a need for research in determining spatial design that is compatible with user needs. Consequently, the HIPP staff efforts were redirected. An application was prepared to the National Endowment for the Arts (NEA) for design innovation research funding for a specific parcel in the South End. The concept proposes to use a HUD Section 202 rehabilitation loan to finance low-income elderly and handicapped congregate housing units.

- A. Agency/Program: Urban Edge of Greater Boston, Inc. (UE)
620 Centre Street
Jamaica Plain, Ma. 02130
(617) 522-5515

Interviewee: Ronald Hafer
Position: Executive Director

- B. Agency/Program Purpose:

Urban Edge (UE) is a not-for-profit corporation designed to serve community residents in home buying guidance, orientation, financing, management and comprehensive counseling in housing rehabilitation and improvement. All these activities address the program priority of preserving and upgrading residential neighborhoods by paying particular attention to vacant houses in the community. The three objectives of acquisition, rehab, and sale of vacant houses are intended to promote neighborhood confidence, re-investment, and an increased tax base in the "soft-market" area where they are applied.

- C. Financing of Program and Implementation:

UE is a pilot program sponsored by the Urban Reinvestment Task Force/Neighborhood Preservation Program. Matching funds for program implementation financing are provided by the City of Boston with a Community Development Block Grant allocation. UE regularly takes an inventory of the vacant housing stock throughout the community. Once a parcel is identified, the UE staff conducts a preliminary survey as part of the site inspection and then estimates the rehabilitation cost. When the structure is accepted as a project, UE efforts are directed at purchasing the property, finding a buyer interested in completing the necessary repairs, and fulfilling the housing improvement tasks for occupancy. UE provides a great deal of in-house expertise and counseling to the new owner throughout the rehabilitation process.

- D. Relevance to USES Program Design:

From the standpoint of including a sweat-equity component in the UE program, program aspects are relevant to HIPP. UE differs from HIPP because it primarily deals with deteriorating single-family dwellings in a neighborhood which is economically sound. Thus, the ownership pattern and physical circumstance of the UE may complement the majority of South End/Lower Roxbury residential streets. However, familiarity with the process for creating a viable program design, securing financial support, and steps toward implementation offer helpful approaches in the HIPP implementation cycle. Although the South End/Lower Roxbury community does not comply as a typical Neighborhood Preservation Program. Mr. Hafer gave a detailed outline of the prerequisite steps for URTF funding and leveraging of other local resources. He noted the importance of an in-house rehab specialist throughout the rehabilitation stage. This person is particularly helpful in instructing the prospective buyers in housing repair techniques.

- E. HIPP Program Directions and Decision Points: Not directly applicable because

Urban Edge of Greater Boston, Inc. (UE) (cont'd)

the Neighborhood Preservation Program guidelines do not currently "fit"
the residential characteristics of the South End/Lower Roxbury community.

A. Agency/Program: Greater Roxbury Development Corporation (GRDC)
 Greater Roxbury Improvement Program (GRIP)
 90 Warren Street
 Roxbury, Ma. 02119
 (617) 445-4242

Interviewees: Richard Walker, Project Director
 & Positions: Paula Eliot, Program Developer

B. Agency/Program Purpose:

GRDC is a not-for-profit community development corporation founded in 1975, designed to act as a catalyst bringing economic self-determination to the community. Organization efforts include community revitalization through business and land development and urban planning. GRIP is a housing improvement employment and training program operated by GRDC for out-of-school youths aged 16-19 years.

C. Financing of Program and Implementation

GRDC received \$800,000. from HUD to conduct this youth employment demonstration project under the Youth Community Conservation and Improvement Demonstration Project (YCCIP). Eligible youths will work on recycling vacant lot clearance and development, building rehabilitation and repair, and refurbishment of residences for the elderly. Throughout their employment period, participants will receive necessary housing construction and repair skills training by a private sub-contractor. The youths' work performance is evaluated at regular intervals. The system allows for increases in wages and responsibility when continued progress among the individuals is consistently demonstrated. GRIP also provides the program participants with the opportunity to earn a graduate equivalency diploma (GED) and supportive counseling. The program emphasizes reinforcement and continued supervision for more effective skills training in the housing construction field.

D. Relevance to USES Program Design:

GRIP's program design is very similar to the basic principles of the Just-A-Start program in Cambridge, Ma. In certain respects, GRIP is even more relevant to the USES program design because many of the issues and problems of Roxbury youth are identical to those of youth residing in the South End/Lower Roxbury community. Of particular value to the HIPP is the notion of wage increases at regular intervals when the individual participant has consistently demonstrated responsibility, competency, and maturity on the job. This concept is viewed as a positive example of behavior modification. The orientation toward GED and technical housing repair/rehabilitation skills for entry into construction unions accurately addresses the specific needs of youths in Roxbury and the South End/Lower Roxbury.

E. HIPP Program Directions and Decision Points:

HIPP recognizes GRIP as a good working model for the USES program design. Although the GED aspect is a valuable program component, the HIPP staff feels that it would represent too large of an initial undertaking to include in the first season of program implementation. The counseling piece will be incorporated into the program grant application. HIPP also recognizes the possibility

Greater Roxbury Development Corporation (GRDC)
Greater Roxbury Improvement Program (GRIP) (cont'd)

of overlapping jurisdictions between the youth involved in GRIP and those expected to participate in the HIPP program design. However, given that the existing Lend-A-Hand scheme is originally designed for 24-32 youths, the HIPP staff believe competition for recruiting youths between programs will not occur, since most of the GRDC effort is directed to the Roxbury-North Dorchester neighborhood.

- A. Agency/Program: Urban Reinvestment Task Force (URTF)
 Apartment Improvement Program (AIP)
 1120 19th Street, NW
 Washington, DC 20036
 (202) 634-1682

Interviewees George Knight, AIP Director
 & Positions: Steve Allen, Neighborhood Preservation Program and AIP Staff

B. Agency/Program Purpose:

The AIP is a new program administered by the Urban Reinvestment Task Force out of Washington DC. Trial programs are being conducted in White Plains and Yonkers, New York. The AIP involves the creation of a cooperative partnership of property owners, tenants, financial institutions and the city to develop improvement programs to stabilize large apartment buildings at early stages of decline, and thus affect the entire neighborhood. Problems to be addressed on an individual basis include financial matters, owner indifference, poor management, excessive expenses not covered by existing rents, problem tenants, marketability, excessive debt structure, and physical or amenity deficiencies.

Included among the remedies, either singly or in combination are:

1. restructuring the existing mortgage (amount, term, rate)
2. restructuring of property income and expenses
3. services and financial counseling to existing or new tenants
4. generating a physical improvement program with code requirements as a minimum
5. assessment and tax deferral benefits
6. municipally financed capital improvements
7. restructuring of property ownership and/or management
8. tenant counseling

C. Financing of Program and Implementation:

The AIP programs are locally controlled, private, not-for-profit programs which offer a variety of apartment rehabilitation and financial services to neighborhood residents. AIPs usually work in conjunction with city hall providing on-going staffing and program funding. Local financial institutions are enlisted to be responsive to neighborhood needs and to consistently provide mortgage and materials cost support. The URTF provides seed money for the AIP Program; approximately \$50,000.

D. Relevance to USES Program Design:

Boston's South End/Lower Roxbury neighborhood has a large percentage of its housing stock in rental units. There is a need to target the repair/rehabilitation needs of local rental residents which are not addressed by the City's light repair and rehabilitation programs. Boston's apartment stock, distinct from other regions in the USA, is composed of few privately owned, high-rise buildings and is predominately comprised of low-rise rental units.

Urban Reinvestment Task Force (URTF)
Apartment Improvement Program (AIP) (cont'd)

Therefore, USES hopes to create an AIP which will target: a) owners of small apartment buildings (preferably contiguous buildings) within a discrete geographical area; b) scattered sites that maximize the positive spillover effect on surrounding residences to perform needed rehabilitation; and c) program outreach to neighborhood associations to inform absentee owners and owner-occupants of AIP's assistance and guidance in performing extensive rehabilitation throughout the block. The AIP in the South End/Lower Roxbury could provide assistance to tenants and landowners in areas of financial services through a revolving loan fund and in cooperation with existing lending institutions; financial counseling; generate a physical improvement program to meet housing code requirements; and address the issues involved in restructuring property ownership and/or management where necessary to stimulate extensive neighborhood rehabilitation and preservation.

E. HIPP Program Directions and Decision Points:

David Parrish of the Boston URTF/NHS staff referred the HIPP staff to George Knight, Director of the AIP Program in Washington DC. While this referral was appropriate, the time delays in finding Mr. Parrish in town and then initiating contacts with Mr. Knight lasted from early March through mid-June. The AIP has only three staff persons for the entire country, all of whom are extremely busy. Through phone conversations with Mr. Knight, the HIPP staff managed only to obtain a brief, rather vague description of the AIP program criteria and funding possibilities. It was unclear to the HIPP staff as to whether or not the clustered site apartment stock in the South End/Lower Roxbury could "fit" the AIP criteria or preference for buildings with 30+ units. The June, 1978, meeting with Mr. Knight in Washington indicated that the URTF was mostly interested in large buildings. However, Mr. Knight stated that he could not definitively comment until he made a site visit to the South End/Lower Roxbury neighborhood to determine specifically whether a "fit" exists. The site visit appears to be an integral part of the process. While theoretically, this is a worthwhile decision-making process, the lengthy time between responses, the difficulties in obtaining clear information from the AIP staff, and the three-month wait for Mr. Knight's visit--due to his crowded schedule--all make it very difficult for the HIPP staff to realistically plan for necessary program activities or funding support.

Mr. Knight was interested in the HIPP elderly congregate housing initiatives. He referred the staff to the URTF Neighborhood Preservation Program (NPP) which seeks new project ideas addressing urban issues. The area under which the USES congregate housing projects would be considered lies in the category of alternative housing opportunities for the elderly. Steven Allen, the NPP staff person, explained that USES should apply to the NPP after all the actual "partnership" pieces of the project are in place; such as: federal rehabilitation funding is secured, cooperation from the City of Boston is reached, management issues are ironed out and the timetable for construction and occupancy are clear. At that time, USES should be able to demonstrate its needs for financial assistance from NPP. The URTF staff appears most concerned with documentation of successful program activities.

Urban Reinvestment Task Force (URTF)
Apartment Improvement Program (AIP) (cont'd)

Currently, it remains unclear what, if any, role the URTF can/will play in the final HIPP demonstration plan. However, the NHS program did provide HIPP staff with the idea of structuring a revolving loan fund to lend money to homeowners to cover materials and supplies needed for rehabilitation and repair work.

The existence of operating URTF programs in Boston facilitates and supports the establishment of a URTF program at USES. Since some of the governmental channels have already been established, existing Boston NHS staff can provide programmatic expertise to the South End/Lower Roxbury program.

A. Agency/Program: Boston Neighborhood Housing Services (NHS)
One Federal Street, 2nd Fl.
Boston, Ma. 02110
(617) 292-2296

Interviewee: Carol Mills
Position: Executive Director

B. Agency/Program Purpose:

Neighborhood Housing Services (NHS) was established by the Urban Reinvestment Task Force (URTF) to encourage home improvements and to provide related financial and technical assistance to homeowners in defined neighborhoods. NHS staff also assemble and administer a high-risk revolving loan fund for homeowners who are not eligible for conventional financing. NHS programs are usually located in declining but not severely blighted neighborhoods, and emphasize the need for a partnership between neighborhood residents, local financial institutions, and local governments.

C. Financing of Program and Implementation:

The central board, Boston, NHS, functions as a vehicle for generating publicity and raising funds. Program development and direction are initiated at the two existing Boston neighborhood offices, Columbia-Savin Hill NHS and Mission Hill NHS. Financial support for NHS comes from three primary sources. URTF provides seed money/start-up capital for NHS programs, while the City of Boston contributes CDBG funds for the revolving loan fund and rebates to homeowners through the Housing Improvement Program. Local financial institutions and private contributions provide additional financing for NHS operating and administrative expenses.

D. Relevance to USES Program Design:

NHS programs are good examples of how neighborhood-based programs can supplement the City's Housing Improvement Program and Housing Inspection Department. NHS staff develop detailed work programs for individual buildings including inspections and cost estimates, and make frequent inspections which are accepted by the City HIP. Rebates on repair costs thus become available to many homeowners who might otherwise be unfamiliar with the City's program and procedures or who might be discouraged by the time lag for rebates when the program is implemented through City personnel only. NHS staff also develop "how to" brochures and provide instruction on simple repairs to encourage homeowners to perform certain tasks themselves thereby further reducing their overall costs for homeowners.

NHS programs, locally and nationally, originally began as small-scale experimental ventures. They have since become well-established largely because of the program emphasis on the need for up-front commitments from local financial institutions and government agencies. NHS staff continually work toward improved delivery of city services and capital investments in their respective neighborhoods (such as street lighting, repaving, etc.) to support the home improvements made by individual residents.

Boston Neighborhood Housing Services (NHS) (cont'd)E. HIPP Program Directions and Decision Points:

USES staff learned that Boston NHS was considering expanding to a third neighborhood branch in the Boston area. Because this third program would be in competition for general URTF funds, NHS stressed that a neighborhood where a local agency could contribute operating costs and office space would be favored in the final NHS designation. However, Boston NHS staff also mentioned that the two existing programs in Columbia-Savin Hill and Mission Hill are not located in "typical" (e.g. based on census statistics) NHS neighborhoods. Therefore, they would prefer to initiate a third program in an area which better replicates this typical model.

The NHS neighborhood guidelines of particular relevance to the South End/Lower Roxbury stipulate for a substantial number of owner-occupied structures (usually greater than 50%) and a median family income in the neighborhood usually no less than 80% of the city-wide median. As of 1970, only 11.3% of South End/Lower Roxbury units were owner-occupied while the South End/Lower Roxbury median family income was 67% of the City of Boston's median. Because of existing South End/Lower Roxbury demographic characteristics and as well as the fact that a third NHS would be on less stable grounds financially, it is unlikely that USES would apply to sponsor an NHS program in the South End/Lower Roxbury. Upon this realization, USES began to look more closely at URTF's Apartment Improvement Program as an alternative to the NHS program. (See AIP in the Planning Process Profile.) However, NHS strategies for financial and technical assistance could be replicated in and relevant to the final HIPP program design.

A. Agency/Program: City of Cambridge Housing Authority (CHA)
 Congregate Housing for the Elderly
 116 Norfolk Street
 Cambridge, Ma. 02139
 (617) 547-3543

Interviewee: Roberta Hall
 Position: Resident Manager

B. Agency/Program Purpose:

An attractive late victorian convent located at 116 Norfolk Street in Cambridge has been rehabilitated into congregate housing for the elderly. Norfolk Street and its accompanying supportive services were developed to serve older persons who cannot live independently as well as those who prefer to live in a group setting.

C. Financing of Program and Implementation:

The Norfolk Street development resulted from the collaboration of several organizations. Better Cities, Inc., bought, designed and rehabilitated the building and sold it to the Cambridge Housing Authority (CHA). CHA then made a contract with New Communities Housing Management Corporation to manage the building and provide social services (i.e., group recreational activities, sheltered workshops). CHA acquired 116 Norfolk Street through the Mass. Department of Community Affairs' Chapter 667 Elderly Housing Program. Under HEW Title XX, CHA donated funds toward operating expenses to the Mass. Department of Public Welfare (DPW). The DPW was then able to sponsor the contract with New Communities; Title XX adding approximately \$3. for every \$1. donated by CHA. The residents of 116 Norfolk Street may not have incomes in excess of the limits set by CHA and are charged one fourth of their income for rent.

D. Relevance to USES Program Design:

USES HIPP staff, Older Adult Program staff, and USES' consultant, Ms. Susan Southworth, visited Norfolk Street. The Resident Manager, Ms. Roberta Hall, pointed out many physical aspects of the building-strong points as well as oversights-which enabled USES staff to consider design features for an on-going HUD Section 202 proposal (see E). Each housing unit at Norfolk Street had a private toilet, while a common bath or shower was provided for every three units. Cooking facilities on each floor were intended to serve 10-12 people; but included only one stove and two refrigerators. Ms. Hall mentioned that these kitchen appliances had proven inadequate. As a result, residents had been requested to purchase small refrigerators for their individual units. Many common areas for socializing were provided in the original design, but only the area located on the first floor near the mail-boxes, elevator and front door appeared to be well-used.

Many of the resident support services provided at Norfolk Street such as counseling and a hot lunch program are currently offered by the USES Older Adult Program. Ms. Hall stated that residents who have made the most successful adjustment to Norfolk Street are those who have previously lived in rooming houses or nursing homes. Those residents who have come from private homes or apartments have had greater difficulty learning how to share common

Congregate Housing for the Elderly (cont'd)

facilities with other residents.

Ms. Hall also gave USES staff copies of the Application for Residence and a Personal Data Sheet which are used to screen applicants for 116 Norfolk Street. Both are extensive applications which have been refined over the program's duration. They include questions regarding the type of residence the applicant is used to, his/her daily activities, personal preferences, finances, and health/medical history.

E. HIPP Program Directions and Decision Points:

USES was in the process of preparing a HUD Section 202 application to convert 569-571 Columbus Avenue into congregate housing for the elderly and handicapped at the time when staff visited Norfolk Street. The building on Columbus Avenue is located directly across the street from the USES Older Adult Program, a hot lunch program, and transportation and social services for isolated elderly community residents.

The South End/Lower Roxbury area has a substantial percentage of elderly. Recently the neighborhood has experienced a sharp decline in lodging houses which were previously an abundant and affordable source of housing for older fixed-income persons. Given all of the above conditions, USES decided to apply for 202 funds, specifically for congregate housing, to provide a viable alternative for former lodging house roomers. The visit to 116 Norfolk Street provided a concrete example of congregate housing as well as valuable guidelines of building design, management, and resident screening procedures, and lessons from experience with a working model.

A. Agency/Program: Tenants Development Corporation (TDC)
 663 Massachusetts Avenue
 Boston, Ma. 02118
 (617) 445-8317

Interviewees: Diana Kelly, Executive Director
 & Positions: Joyce Stanley, Housing Analyst

B. Agency/Program Purpose:

TDC, a not-for-profit housing development and management corporation, was established as a mechanism for poor and Third World residents of the South End/Lower Roxbury to create a new housing alternative to the inadequate situation presented them. After several years of building neglect by absentee landlords, tenants adopted a new approach of: pooling their resources and working collectively to purchase the sub-standard dwellings that housed them; rehabilitating the structures; and managing the properties themselves. In 1968, TDC was incorporated as a tax-exempt, charitable agency involved in tenant-run housing rehabilitation and management. Currently, tenants are purchasing, rehabilitating and managing 56 rowhouses for low and moderate-income households.

C. Financing of Program and Implementation:

In 1968, TDC became the first community organization in the nation to be named developer of a housing development project holding mortgage insurance through the US Department of Housing and Urban Development (HUD) Section 236 Program of the National Housing Act. In an agreement with the Boston Redevelopment Authority (BRA), outlined in a "Memorandum of Understanding", TDC was to acquire and rehabilitate twenty sub-standard dwellings. The project, South End Tenant Houses I, would provide one hundred units of decent low-cost housing.

Through the two million dollar project, dilapidated buildings were stripped to the existing exterior walls and beams, then completely renovated in a contemporary design; and new electrical, heating and plumbing systems installed. The studio, one, two, three, and four-bedroom apartments now house many of the same residents who participated in the rehabilitation effort; and lived in the buildings prior to their renovation.

D. Relevance to USES Program Design:

The underlying premise of TDC has reinforced the idea of not-for-profit ownership and management as a viable approach to the HIPD design. Efforts will be made to incorporate these "progressive" ownership strategies into program implementation. TDC was originally contacted by the HIPD staff as a consultant to develop the residential and unit selection criteria. Although TDC has access to much valuable information in the form of documentation and "hands-on" experience regarding the creation and development of its program design, communication gaps between USES staff and TDC board members resulted in this contract never being executed.

E. HIPD Program Directions and Decision Points:

After a series of meetings with TDC staff, legal counsel and board of directors, it became apparent to the HIPD staff that a mutually acceptable

Tenants Development Corporation (TDC) (cont'd)

contractual agreement could not be reached. Thus, the HIPP planner had to find another consultant who could perform these tasks effectively and on a timely basis since these stalemated negotiations lasted six weeks. A lesson learned from this experience is that local groups are capable of delaying quick responses to established deadlines. Oftentimes board members resist fully understanding the material presented and therefore vote negatively because of their lack of familiarity with the concepts and not necessarily because of conflicts with their philosophical beliefs.

A. Agency/Program: Inquilinos Boricuas En Accion (IBA)
 405 Shawmut Avenue
 Boston, Ma. 02118
 (617) 262-1342

Interviewees: Jorge Hernandez, Executive Director
 & Positions: Phil Bradley, Housing Manager

B. Agency/Program Purpose:

IBA manages 653 housing units for low and moderate-income residents; 489 of these units have been developed by IBA, while the remaining 164 units were completed with community group and HUD's assistance. The underlying concept of IBA is to integrate the physical neighborhood development (approximately 20 acres) with the neighborhood and social service network (i.e., day care, health clinic, counseling, English as a Second Language) into a cohesive program. The intended result of this agency lies in residents caring more about their own apartments and neighborhood.

C. Financing of Program and Implementation:

IBA is a neighborhood development organization which focuses on four functions: human services programs oriented to the elderly and families; a housing management corporation that is community controlled; a Hispanic cultural program including theater workshops, visual arts, communications, and music; and a day care center for children between four months and five years of age. The housing units, funded by HUD Section 8, consist of approximately one-half rehabilitated structures and one-half new construction units. The ethnic background among the residents is about 50% Hispanic, 20% black, 20% white, and 10% Chinese. Currently, IBA is soliciting funds to construct an additional 200 residences and to create some small businesses on the ground floor of the housing developments.

D. Relevance to USES Program Design:

In several respects the comprehensive nature of the programs supported by IBA are analogous to the original intent of the HIPP program design. Even though IBA is situated in the South End, it is not perceived as a competing organization to USES; but rather as an organization providing services to a specific neighborhood, primarily the Hispanic population. IBA's activities represent an extremely successful model of program implementation which integrates housing, community economic development, and human services programs.

E. HIPP Program Directions and Decision Points:

One of the reasons for contacting IBA was to discuss the possibility of contracting with the agency to prepare the State of the Art Study and the Funding Resource Inventory. Although the interviewees were helpful in describing how their organization accomplished its first set of goals, the Executive Director expressed reluctance to sub-contract with USES because of various USES policy decisions related to housing in the community over the past few years with which IBA disagreed. Second, IBA's work priority at that time focused on the development of 200 additional units of housing. This candid perspective was informative to HIPP staff in understanding how other community organizations perceive USES and whether or not these feelings consist of long-held grudges or recent conflicts.

Inquilinos Boricuas En Accion (IBA) (cont'd)

The HIPP staff realized that the USES program design, in the implementation phase, cannot be assured of support from other community organizations. It is important, however, that USES staff communicate their program concept to the community organizations and groups in an attempt to rectify certain strained relationships, to solicit ideas and suggestions from persons familiar with the South End/Lower Roxbury area and its needs in the areas of housing and human services, and to strive for unduplicated efforts in the HIPP program design with other existing programs targeting this population and community.

A. Agency/Program: City of Boston Housing Improvement Program (HIP)
 Office of Housing
 148 State Street, 2nd fl.
 Boston, Ma. 02109
 (617) 725-3179

South End Branch Office
 232 Bunker Hill Street
 Charlestown, Ma. 02129

Interviewees: Leo Conley, Director of South End Office
 & Positions: Marie Kennedy, Program Design Planner

B. Agency/Program Purpose:

The Boston Housing Improvement Program (HIP) is designed to preserve and improve neighborhoods in Boston by providing incentives for rehabilitating owner-occupied homes. HIP offers cash rebates of 20% and 40% for non-elderly residents and 50% for elderly homeowners in addition to exemption from property tax reassessment for homeowners desiring to make property improvements.

C. Financing of Program and Implementation:

HIP is funded with City of Boston's CDBG awards. For FY 1979, \$80,000. is set aside for South End/Lower Roxbury home improvement rebates. When a homeowner expresses interest in program participation, a rehabilitation specialist estimates the cost of necessary repairs for the dwelling to satisfy local housing codes. Eligible repairs include: water systems, sewer systems, heating systems and components, plumbing, insect/rodent eradication, exit ways and steps, walls, ceilings, floors, porches, roofs, gutter and downspouts, chimneys, foundations, exterior walls, windows, insulation, fire escapes, and masonry work. The maximum cash rebate is limited to \$3,000. for the 20% program and \$6,800. for the 40% program.

The HIP office provides informal and formal counseling in all matters related to the financing and construction of intended home improvements, upon request. Technical assistance includes advice on consumer and burglary protection.

In order to qualify as an eligible HIP recipient, a site survey must be completed by the rehabilitation specialist before the work begins, the structure to be improved cannot exceed six-family units, the property must be owner-occupied, and the owner's taxable income must be less than \$10,000. per annum as it appears on the most recent IRS statement. Each program beneficiary cannot reapply to the HIP for assistance.

D. Relevance to USES Program Design:

There are several program elements in the Boston HIP that are positive models for the USES HIP. Mr. Conley's detailed description of processing applicants was particularly helpful in formulating a basis for the HIP administrative procedures. He indicated that the \$80,000. allocation for the South End/Lower Roxbury did not approach the level of requests for program

Boston Housing Improvement Program (HIP) (cont'd)

participation among South End/Lower Roxbury residents. Thus, he responded positively to USES' efforts at establishing a similar, complementary program. The HIP staff also felt a justified need for the HIP because it seeks to address low and moderate-income owners and renters.

E. HIPP Program Directions and Decision Points:

HIPP planners discussed the possibility of establishing a referral service between the USES program and the Boston HIP. USES broached the idea of jointly assisting South End/Lower Roxbury residents with housing repairs by combining the Boston HIP rebate with the USES loan from the revolving loan fund when necessary. The concept behind this proposal was to supplement the existing capacity of HIP and to further leverage public funds. Mr. Conley and Ms. Kennedy responded favorably to this proposal. However, Mr. Craig Nickerson, the Director of the Boston Office of Housing, expressed reluctance to enter into such an agreement. He perceived this arrangement as a double cash award to each program beneficiary and therefore felt this procedure was an inefficient method of dispersing limited public funds.

Although the Boston Office of Housing indicated reluctance to co-sponsor a housing repair program with USES, the HIP staff will continue to gain local support and cooperation in its revolving loan program component. This dimension is emphasized in the Urban Reinvestment Task Force Apartment Improvement Program.

Mr. Conley also indicated that the Boston HIP has no available funds for emergency repairs. He suggested that USES incorporate this type of relief assistance into the HIP implementation program.

The majority of HIP beneficiaries are moderate-income homeowners. USES sees the need to direct special attention to low-income community residents since this group is not adequately represented among HIP beneficiaries. Thus, the unmet needs of this income group should be targeted.

Critics of the Boston HIP mention the time lag program participants experience from the date they begin housing repairs until they receive the cash rebate (this often takes six months to a year). The HIP Housing Revolving Loan Fund conceivably could intervene by awarding loans to Boston HIP participants for cost of materials until the rebate is received.

- A. Agency/Program: Boston Redevelopment Authority (BRA)
 1 City Hall Square (Main Offices)
 Boston, Ma. 02201
 (617) 722-4300

BRA South End Site Office
 72 Warren Avenue
 Boston, Ma. 02118
 (617) 267-8425

Interviewees Rick Bohn, South End District Planner
 & Positions: Jack Kennedy, Project Coordinator
 Bill Mendes, Assistant Project Coordinator

B. Agency/Program Purpose:

The BRA has primary responsibility for urban renewal and planning activities in the City of Boston. In 1965, the South End/Lower Roxbury neighborhood was designated the South End Urban Renewal Project by the BRA. This Project is one of the largest urban renewal projects in the country; covering 606 acres of land and over 200 separate renewal parcels. The Project is now in its thirteenth year since federal designation and its seventeenth year since early land acquisition papers were filed. Project activities have cost considerably more than anticipated and have stirred up neighborhood sentiment against the Authority. While BRA officials claim the project is 75% complete, the residents maintain the viewpoint that considerably less work has been undertaken than as determined by the original plan. As part of its financial settlement with HUD to close out the Project, the BRA is currently holding neighborhood and community-wide meetings to review major remaining parcels and to re-assess the renewal plan.

- C. Financing of Program and Implementation: U.S. Department of Housing and Urban Development under the Urban Renewal and Community Development Block Grant Programs.

D. Relevance to USES Program Design:

USES staff have been in contact with both the BRA South End District Planner and the Site Office on an ongoing basis. USES staff have worked with both offices to compile demographic and land-use data, to discuss the disposition of remaining parcels, and to keep abreast of construction scheduling and close-out activities. Of particular concern to USES has been the position the BRA will take on subsidized housing in the South End/Lower Roxbury, the type of designated developers to be assigned to the many remaining BRA-owned parcels, and whether or not the South End/Lower Roxbury will remain an accessible community to residents of all ethnic, racial, and income groups.

E. HIPP Program Directions and Decision Points:

USES staff met with Rick Bohn and Dick Garver, Deputy Director of Community Development, to discuss the possibility of USES becoming the designated developer of a BRA-owned parcel. (See planning profile "Congregate Housing for the Elderly"). Mr. Garver indicated that the BRA is freezing parcel designations until the close-out Environmental Impact Assessment is complete. Although the current developer of this particular parcel has been designated for over two years, he has been unable to obtain financing and has waived on the question of whether the rehabilitated housing will be rented at market

Boston Redevelopment Authority (BRA) (cont'd)

rates or will receive subsidies. Other designated developers who are in a similar position but are committed to low and moderate-income units, such as Headstart Housing, have been pressured by the BRA to withdraw as developers. Furthermore, scheduled neighborhood and community-wide close-out meetings have crowded massive amounts of information into time-restricted agendas of regular group meetings. The focus of these meetings has been on larger parcels only and community groups have been asked to make general recommendations on parcel uses. Specific developers, proposed uses, and the history of parcel designations have, to date, not been mentioned. While the BRA may, at future meetings, focus on these issues specific to individual parcels, it appears that the Authority prefers to deal with general community guidelines. The upshot of these actions is that the BRA minimally fulfills HUD's community review requirements and then is free to negotiate details on specific parcels on its own, outside the community meetings.

In addition, the City has not refunded the South End Project Area Committee (SEPAC), the community-elected citizen participation group, for the past half year. Only recently has the BRA provided SEPAC with a minimal budget. Thus, SEPAC has been deterred in compiling its usual community newsletter and outreach work to publicize the BRA's close-out activities. "Community review" of the Project has, therefore, been limited to small audiences.

Over the course of the HIPP Program, the BRA South End District Planner resigned and the BRA Board fired the Authority Director, Bob Walsh. The Board's action was a direct result of pressure from Mayor Kevin White, who favored a political protege's hotel development scheme for a valuable waterfront site. An independent architectural review committee, BRA staff, and community residents had all turned down this particular plan in favor of others; yet, the Mayor seems intent on steering the direction of development on the site. Thus, the BRA's previously somewhat independent status in City Hall has been severely shaken. Similarly, the value and/or impact of community input in the planning process has been limited, resulting in strained working relationships between community agencies and the BRA.

This turnover of personnel at a critical time will inevitably disrupt the Environmental Impact Assessment Study prepared for the South End/Lower Roxbury; will further emphasize the need for community organizations such as USES to act as intermediaries; will encourage community input in remaining renewal activities to carry out whatever legal actions necessary to hold both the BRA and the City of Boston to previous commitments made to South End/Lower Roxbury residents. (See also profiles on EDA Section 304 and the Copley Place/Mass. Pike Development.)

- A. Agency/Program: City of Boston, South End Little City Hall
109 West Newton Street
Boston, MA 02118
(617) 267-4010

Interviewee: Jeanette Hajjar
Position: South End Little City Hall Manager

- B. Agency/Program Purpose:

The Little City Halls Program resulted from a 1967 campaign promise by Mayor Kevin White to create a neighborhood services department to decentralize city government. The program is coordinated by the Office of Public Service, a department created by the Mayor after his election. Boston currently has eighteen little city halls; program goals may be summed up as follows: to provide direct services and information to the public, respond to complaints, act as the Mayor's representative, encourage citizen participation, serve as a catalyst for neighborhood projects, and to improve the delivery of the City of Boston's services.

- C. Financing of Program and Implementation:

The program's administrative costs and salaries are funded from the general city revenues. Little city halls have been criticized for largely serving as a "storefront" for the Mayor and for being staffed by political appointees; but they do serve as a good source of neighborhood information and provide referrals to specific department/persons for residents unfamiliar with City Hall in Boston's Government Center.

- D. Relevance to USES Program Design:

Experiences of the little city halls' have proven that working with existing neighborhood groups is more effective than establishing new "citizen advisory councils." Similarly, USES staff have met with the South End neighborhood associations' presidents and/or their representatives and the South End Little City Hall Manager to discuss USES projects and local developments.

- E. HIPP Program Directions and Decision Points:

USES staff have been in contact with Jeanette Hajjar, the South End Little City Hall Manager, to discuss USES projects and neighborhood issues in general. Ms. Hajjar was also asked by the Mayor's Office to review the USES neighborhood development organization proposal (HUD RFP 4301). She also has written a support letter for a National Endowment of the Arts (NEA) proposal submitted by USES for congregate housing.

- A. Agency/Program: United South End Settlements (USES)
 Fall Planning Conference
 566 Columbus Avenue
 Boston, MA 02118
 (617) 536-8610

Interviewees All USES Agency staff attended and participated in
 & Positions: the annual conference

- B. Agency/Program Purpose:

The annual USES Fall Planning Conference was held at the New Harriet Tubman House on October 4, 5, and 6, 1978. The objective of these three morning sessions was to discuss major issues, concerns and priorities relating to USES's programs, how they are changing and how they should be altered to adequately serve the South End/Lower Roxbury community. The purpose of the conference is to evaluate the past year's performance by the several USES program areas. Second, discussions followed which sought to determine methods of effectively addressing the changing needs of the community and how those changes relate to program design.

- C. Financing of Program and Implementation:

USES is a private, not-for-profit agency which is supported by the United Way of Massachusetts Bay Fund, grants from private foundations and public agencies, and private contributions.

- D. Relevance to USES Program Design:

The most urgent need that repeatedly emerged throughout the conference was housing. Staff members in several USES programs reported an increasing incidence of calls from community residents who were informed that they would be displaced in the next few months. USES overwhelmingly expressed the urgency of addressing gentrification in the South End/Lower Roxbury at the expense (economic and emotional) of current low and moderate income community residents. The subject was felt even more acutely by elderly, fixed-income residents. Several cases had been reported from elderly residents of rooming houses in the South End/Lower Roxbury.

- E. HIPP Program Directions and Decision Points:

It was decided at the Fall Planning Conference to create an in-house USES Housing and Displacement Task Force. The group consists of USES staff members representing all USES programs, administration, and management personnel. The concept of USES assisting low and moderate-income residents on housing issues along with the delivery of its other human services programs reinforced the HIPP premise of a comprehensive approach to address community problems.

The Housing and Displacement Task Force will act as a vehicle for regularly communicating housing issues to all USES staff. Second, it has set in place a uniform recording process for displacement cases. Third, the committee seeks to assist the individuals currently feeling pressures to relocate from their South End/Lower Roxbury residences. Finally, the Task Force will

United South End Settlements (USES)
Fall Planning Conference (cont'd)

attempt to coordinate other community groups and agencies that are working on similar housing issues. This activity is designed to eliminate duplicative work, to open communication lines among community groups, and to strengthen the voice of the South End/Lower Roxbury constituency to the city government agencies regarding concerns. In general, the thrust of the USES Planning Conference culminated in spontaneously mustering organizational support for the HIPP theme of cross-cutting funding as a means of accomplishing multi-service goals.

- A. Agency/Program: Copley Place/Mass. Pike Development
 Citizen's Review Committee
 Office of State Planning
 One Ashburton Place
 Boston, MA 02108
 (617) 727-8990

Interviewee: Tunney Lee
 Position: Project Consultant

- B. Agency/Program Purpose:

In April, 1977, a memorandum of understanding was executed between the Massachusetts Turnpike Authority and the Urban Investment Development Company (UIDC), a division of Aetna Insurance Company. UIDC proposed to conduct marketing and engineering feasibility studies on developing a hotel, retail, and housing complex over the Mass. Pike at Copley Sq., subject to community guidelines and review of the project. The Citizen's Review Committee (CRC) was convened by the Office of State Planning. A series of meetings and workshops were held over the summer of 1977 to provide citizens with information for project approval.

In September, 1977, final recommendations (guidelines for development) were issued and accepted by the State and UIDC as the basis for further work and negotiations. Since then, UIDC has developed an intermediate model/plan which was officially presented. A second series of workshops has been scheduled for the CRC to further respond to development plans.

- C. Financing of Program and Implementation: Massachusetts Office of State Planning and private developers.

- D. Relevance to USES Program Design:

Although the proposed Copley Place/Mass. Pike complex is of a much larger scale, the CRC provides a good format to follow in community review of future USES projects. Issues to be discussed in the second series of CRC workshops include: the environmental impact report process, pedestrian and architectural questions, economic impacts, traffic, and social impacts of the development.

- E. HIPP Program Directions and Decision Points:

Social impacts of the proposed Copley Place/Mass. Pike development are directly related to the HIPP Program. Early versions of the CRC guidelines included provisions for UIDC to construct low and moderate-income housing on an adjacent parking lot and on the "Tent City" site. Both of these parcels, experiencing a long political history/struggle, have become a symbol of the outcome of urban renewal in the South End to several opposing neighborhood interests. CRC final recommendations suggested that development of the Copley Place/Mass. Pike site complement the mixed income residential character of surrounding neighborhoods and made note of the strong opinions of various groups.

UIDC has proposed a middle-ground solution by including 150 units of housing (at least some of which will be subsidized) on the edge of the complex itself, rather than on the controversial parcels. However, it is anticipated that

Copley Place/Mass. Pike Development
Citizen's Review Committee (cont'd)

market rents and real estate values in the South End/Lower Roxbury will substantially increase with the development of Copley Square. Thus, efforts of the HIPP to stabilize low and moderate-income rents for South End/Lower Roxbury residents are particularly relevant to the Copley Place/Mass. Pike Development.

- A. Agency/Program: Southwest Corridor Land Development Coalition, Inc. (SWCC)
149 Roxbury Street
Boston, Ma. 02119
(617) 427-0035

Interviewees Edwina Clougherty, Acting Executive Director
& Positions: Martin Daniel Richardson, Jr., President, SWCC Board
 of Directors

- B. Agency/Program Purpose:

The SWCC is the largest organization involved in the Commonwealth of Massachusetts and Massachusetts Bay Transit Authority (MBTA) Southwest Corridor Project. The SWCC represents over 75 organizations and 300 individual residents in the impacted neighborhoods of Jamaica Plain, Roxbury, and South End/Lower Roxbury. SWCC's involvement with the Corridor Project dates back to 1969 when these neighborhoods united with Cambridge and other communities to oppose the construction of proposed Interstate 95 and the Southwest Expressway. Since that time, SWCC has been an advocate for the expansion of mass transit rather than more roads and highways and the corridor-related community and economic development. It actively advocates citizen involvement in the monitoring of both the relocation of the Orange (Rapid Transit) Line and the Roxbury Replacement (transit) service.

- C. Financing of Program and Implementation:

SWCC is supported through contracts and grants from public agencies and foundations.

- D. Relevance to USES Program Design:

USES is represented on the SWCC Board of Directors. USES is one of six neighborhood development organizations (NDO's) that, in cooperation with SWCC, has prepared a proposal to the Urban Mass Transportation Administration (UMTA) of the US Department of Transportation to undertake a joint development planning project on the main line of the proposed rapid transit corridor. USES has identified specific parcels, adjacent or close to the proposed main line rapid transit corridor, for development of family housing, office and commercial facilities, and housing for elderly and handicapped persons.

- E. HIPP Program Directions and Decision Points:

Three program directions have emerged from USES' participation in SWCC to date: the need for a coordinated approach in the planning and development of physically related housing, commercial and transportation projects; the opportunity to acquire funding to cover the costs of preliminary financial feasibility, architectural and design, and general planning activities for proposed rehabilitated housing; and, the potential for future funding of major transit-related development projects by UMTA, HUD, and/or EDA.

- A. Program/Agency: City of Boston Employment and Economic Policy Administration (EEPA)
 Project Youth Employment Services (YES)
 Public Service Employment (CETA Title VIB)
 .. 15 Beacon Street
 Boston, Ma. 02108

Interviewees Jerry Bellow and George Slamma (617) 725-3580
 & Positions: Tim Regan (617) 725-4795
 EEPA Public Service Employment

 Scott Parr, Director (617) 725-3520
 Mary McCarthy, Job Developer (617) 725-3526
 Project YES

- B. Agency/Program Purpose:

The City of Boston's Employment and Economic Policy Administration (EEPA) administers the Boston Project Youth Employment Services (YES). Project YES, using CETA youth funds, places 16-18 year old youths in jobs in both the private and public sectors. EEPA also administers the Public Service Employment Program CETA Title VI B. The basic objective of the City project is to use the guarantee of jobs to persuade young persons to remain in or return to school. Every youth participant in Project YES must be enrolled in school or in an equivalent educational program. It is the employer's responsibility to train the youth employee; although YES will supplement training costs where substantial numbers of youth will benefit from the training program. Employers are encouraged to provide skills preparation for continuing work. Each individual participant is assigned a counselor to help define and reach the individual's educational objectives and to help him/her to perform well at the work site. Youths receive the greater pay; minimum wage or the prevailing wage rate.

- C. Financing of Program and Implementation:

The City of Boston's Project YES is funded at a level of \$24 million for this program year (18 months from February, 1978) under a Youth Incentive Entitlement Grant from the Department of Labor.

- D. Relevance to USES Program Design:

A major component of the USES Housing Improvement Planning Project (HIPP) is the Lend-A-Hand Neighborhood Improvement Program which will provide light repair and maintenance services to low-income owner-occupants in the South End/Lower Roxbury section of Boston. The Lend-A-Hand Program proposes that youth work crews funded by Project YES be supervised by the CETA adult workers.

- E. HIPP Program Directions and Decision Points:

A major concern in the structuring of the USES housing improvement program was the creation of good, useful jobs for low-income persons who, whenever possible, were also residents of the South End/Lower Roxbury. Due to the ready availability of Project YES money and the project's need for good youth job placements, the HIPP staff decided to structure a program using available youth funding that would also provide, early in the youth's job development career, an interesting and skilled job that will train the participants in good job habits while providing construction skills experience.

City of Boston EEPA, YES, CETA (cont'd)

Expediency and funding accessibility were key motivating factors of using Project YES and Public Service Employment CETA Title VI B.

A. Agency/Programs: Massachusetts Home Mortgage Finance Agency (MHMFA)
 45 School Street
 Boston, Ma. 02108
 (617) 723-9770

Interviewee: Elaine Werby
 Position: Chairwoman, Board of Directors

B. Agency/Program Purpose:

MHMFA is a state-funded program which invites loans to lenders at below-market interest rates and finances its activities through the issue of tax-exempt bonds. Both of these funding mechanisms are set aside for home improvement and/or neighborhood preservation.

The loans-to-lenders program addresses situations where funding for private loans is tight. MHMFA acts as a monitor for these home loans; thus, no subsidy is included in the program. In the case of all loans administered by MHMFA, the individual loan recipient must demonstrate the ability to pay back the loan.

The neighborhood preservation loan program centers on a three-way partnership between the City of Boston, to perform the work tasks; the neighborhood organization, to provide technical assistance to individual homeowners; and the lending institutions, to serve as a financial resource. Special requirements must be fulfilled (e.g., define the neighborhood geographically, determine neighborhood criteria) prior to program eligibility for funding. MHMFA encourages the combination of funding sources because it increases the leveraging effect of public monies.

C. Financing of Program:

Currently MHMFA has received approximately \$25,000,000. from the Massachusetts Legislature for administrative overhead and funding loans. The agency is in the midst of preparing for a court test of the statute. Once this court case has been favorably resolved and the administrative workings are set in place, MHMFA will be able to issue bonds. Ms. Werby estimated that this would occur in early fall, 1978.

D. Relevance to USES Program Design:

Although this agency is not in full operation to date, it is preceived as a potential funding source for individual homeowners participating in the South End/Lower Roxbury HIPP. Of particular importance is the concept of combining more than one lending institution's funds.

E. HIPP Program Directions and Decision Points:

The conversation with Ms. Werby generated the idea that eligible beneficiaries could apply to MHMFA through USES and/or another lending institution. MHMFA represents another avenue to tap or a safety valve for support of the revolving loan concept included in the HIPP program design. Ms. Werby suggested discussing the integration of multiple funding sources with Mel Gadd of Homeowners Rehab. because his office is operating under this practice/method. MHMFA may also serve as a secondary financing market and could purchase outstanding loan and mortgage commitments from the USES Residential Improvement Revolving Loan Fund.

- A. Agency/Program: State Employment and Training Council (SETC)
formerly-The State Manpower Services Council (SMSC)
Hurley Building, 4th Fl.
Government Center
Boston, Ma. 02114

Interviewees Sarah Rubin, Don Burshalt
& Positions: Community Development Specialists
(617) 727-1917

- B. Agency/Program Purpose:

Technical assistance is provided to community groups and other organizations who wish to use CETA employment and training funds in a variety of community economic development program activities.

- C. Financing of Program and Implementation:

SETC' overall funding comes from the Department of Labor, CETA Title I.

- D. Relevance to USES Program Design:

The discussions with Sarah Rubin and Don Borshalt, at an early stage in the HIPP planning process, were instrumental in helping the staff conceptualize the entire housing improvement program needs and to understand how, operationally, the different rehabilitation needs could tie in to CETA-funded activities.

- E. HIPP Program Directions and Decision Points:

Several aspects of the overall demonstration program model became clearer or were suggested for inclusion in the program design in the USES contacts/discussions with the SETC staff. The HIPP staff delineated background planning needs for assessing actual housing and tenant conditions that could be wholly or partially accomplished through CETA-employed workers. This is based on the belief that programs should start small and thereby allow time to acquire knowledge and familiarity required to plan for actual local needs. The principle background components include: 1) an updated study of area lending institutions to identify relevant market gaps; 2) a market survey to be undertaken concurrently with the initiation of the USES housing light repair and maintenance program. This survey would identify housing conditions and tenant needs; and 3) a survey component to identify development/revitalization opportunities for the future such as vacant land, abandoned buildings, and locations of buildings with outstanding taxes. Conversations also covered the logistics of designing an ongoing housing maintenance program designed to supplement existing city programs. This was discussed in reference to the administrative and cost difficulties of administering larger scale loan or rebate programs out of a community organization.

Later contacts with the SETC staff clarified the appropriate use of CETA funding for administrative costs and what information was necessary to substantiate how the CETA wages applications were determined. It was also suggested that any wage differentials in the program staff reflect differences in responsibilities to be undertaken on the job and that, where possible, work incentives be built into the program structure in the form of wage increases.

A. Agency/Program: Roger Stevens and Associates
 Housing Consultant
 5 Loring Drive
 Lexington, Ma. 02173
 or
 1234 Massachusetts Avenue, NW
 Suite 805
 Washington, DC 20015
 (301) 652-7025 or (301) 986-9272

James Oser and Associates, Inc.
 Energy Conservation Consultant
 158 W. Newton Street
 Boston, Ma. 02118
 (617) 536-6010

Interviewees Joan Howell, Principal
 & Position: Jim Oser, Principal

B. Agency/Program Purpose:

Jim Oser and Joan Howell are private consultants in housing. Although they each have private firms, they have combined their efforts and areas of expertise for a consulting contract, particularly in the area of tenant management.

C. Financing of Program and Implementation:

Private consulting contracts support their firms.

D. Relevance to USES Program Design:

Joan Howell's consulting firm specializes in training housing management techniques to tenants with a thrust on improving the delivery and quality of housing services. She suggested three steps in approaching this design; 1) dovetail the HIPP state of the art report with local community development activities; 2) identify and utilize relevant community resources; and, 3) develop a sense of psychological ownership among individual tenants and for the housing development as a group. This end-product emphasis is based on the premise of organizing the tenants to work together in a collaborative effort for change and improvements.

Jim Oser views utilities as the biggest problems with housing costs in the South End/Lower Roxbury. Modernization efforts in this area are very labor intensive. Jim possesses the skills to train interested residents in housing management business techniques which can spin off into a community development corporation and interpersonal relations for coordinating group efforts.

Ms. Howell suggested that unemployed South End/Lower Roxbury residents could receive instructions in housing repair techniques by HIPP staff. The trainees could then sell their skills to higher income community residents who are able to afford market rates for housing improvements. If this concept were implemented, Ms. Howell implied that the community would be

Roger Stevens and Associates & James Oser and Associates, Inc. (cont'd)

simultaneously assisted in three areas: employment, training, and housing repair. She also anticipated that once this process was fully underway, it could become at least partially self-generating with regard to referrals to other residents seeking persons skilled in housing repair and rehabilitation.

E. HIPP Program Directions and Decision Points:

This meeting held early in the planning process was instrumental in broadening the range of possibilities for the HIPP program design. Joan Howell's experience in working with tenant groups throughout the country gave credibility to the idea of orienting the housing program to specific residents' needs. She suggested discussing with the tenants what their needs are and how they feel these needs can be met. Mobilization of tenant groups must be founded on the idea that tenants of low and moderate-income are entitled to the same housing services and respect from the management as are those who pay higher rents. Once the tenants and managers arrive at a mutually agreed upon housing policy regarding who will take responsibility for which housing maintenance task, then the issue/problem of sustaining the desired level of housing services can be more easily achieved over time.

Jim Oser emphasized the importance of recognizing utilities costs as an obstacle in successful public housing programs. There is a widening gap between the level of public support and the cost of heating these structures. Thus, it is critical for new housing management policies to effectively deal with this frequent problem. One approach which seems like an attractive solution is to allow for increasing heating and maintenance costs by incorporating a sliding/adjusted rent schedule through public subsidies in response to the changing costs. If a fixed support level or rent supplement is approved (even if it is ample in the beginning years), it will not sufficiently cover housing costs in a decade. Therefore, housing policies and funding allocations should anticipate these major cost increases from year to year by creating and including financing provisions.

- A. Agency/Program: MIT Wednesday Morning Breakfast Group
MIT, Main Corridor, Busch Room
Massachusetts Avenue
Boston, Ma.
(617) 727-2584/2424

Interviewee: Melvin King
Position: Massachusetts State Representative

B. Agency/Program Purpose:

The Wednesday Morning Breakfast Group is an informal discussion/project group of community economic development professionals and graduate students in the Greater Boston area. The group, in an open forum setting, discusses and develops current public policy and urban-related issues from an alternative and politically progressive policy perspective. Lately, the group has been actively involved in determining the implementation process and future policy direction of several state-funded community development finance mechanisms which include the Community Resource Corporation (CRC), the Community Development Finance Corporation (CDFC), and the Community Economic Development Assistance Corporation (CEDAC). The Breakfast Group helped write the original CDFC legislation, assisted with CDFC staff role definitions, and currently serves in an advisory/advocacy role to assure that public objectives and benefits are actively accounted for in the funding allocations of these state resource mechanisms.

C. Financing of Program and Implementation:

The financing of the Breakfast Group is sponsored by the Massachusetts Law Reform Organization and individual contributions.

D. Relevance to USES Program Design:

Recent forums have discussed the usefulness to Massachusetts community groups and agencies of the Community Development Finance Corporation's (CDFC) current implementation process/approach. While numerous CDC's exist, CDFC is not receiving applications for financial and technical assistance. The Breakfast meetings have attempted to determine why this organization is not being utilized to its greatest capacity and what should/could be done to "correct" or alter this situation.

Three issues predominated the discussion of what the CDFC responsibilities should include:

1. getting groups to determine their priorities and financing requirements;
2. assistance to community agencies in the packaging of ideas or proposals is needed; and,
3. emphasis on furthering the notion of community control and the strengthening of local organizational capacity and resources.

The other major topic of discussion over the past months has been an analysis of President Carter's Urban Policy and the drafting of a Breakfast Group statement or response to this national program for release.

E. HIPP Program Directions and Decision Points:

Although the information shared at the meetings has not overtly altered or determined specific HIPP courses of action, the knowledge gained by regular

MIT Wednesday Morning Breakfast Group (cont'd)

attendance at the meetings keeps the USES program staff updated on local, state, and national issues. Second, the Breakfast Group provides the unique opportunity to discuss issues with and maintain contact with other public policy professionals throughout the Massachusetts urban/rural development community. This aspect is particularly valuable to the HIPP staff since the community economic development field of urban planning is relatively new and untested. The Breakfast Group sessions allow USES staff to analyze and think through various specific South End/Lower Roxbury neighborhood revitalization concepts with other experienced professionals.

- A. Agency/Program: Massachusetts Citizens' Housing and Planning Association, Inc., (CHPA)
7 Marshall Street
Boston, Ma. 02108
(617) 742-3720

Interviewee: Robert McKay
Position: Executive Director

- B. Agency/Program Purpose:

Mass. Citizens' Housing and Planning Association (CHPA) is a not-for-profit organization whose primary function is to assist community groups throughout the State with technical assistance regarding low and moderate-income housing developments. It also researches various housing-related topics in an effort to better understand and (hopefully) facilitate the housing development process in Massachusetts.

- C. Financing of Program and Implementation: United Way of Massachusetts Bay, grants and contracts with public agencies, and private foundations.

- D. Relevance to USES Program Design:

Mr. McKay has served as a helpful resource person to HIPP staff at several junctures in the program development stage. Since he is very familiar with many types of housing programs throughout the state and their respective administrators, he was contacted when referrals were requested (i.e., when private consultants were sought to research the Funding Resource Inventory and State of the Art Report). Besides providing personal references, Mr. McKay was able to pinpoint the consultants' areas of expertise, outline relevant projects they have worked on, and highlight their professional strengths and weaknesses.

CHPA provided a good base of written information and a list of agencies to contact regarding congregate housing. Since Mr. McKay was aware of several studies and developments in this field which were ongoing or completed, his recommendations eliminated much duplicative work by HIPP staff. Thus, in developing the proposal for congregate housing in the South End/Lower Roxbury the concept was formulated to carry this type of housing one step further in its evolutionary process.

- E. HIPP Program Directions and Decision Points:

Contacts with Mr. McKay were invaluable time-saving devices. The USES experience with examining his recommendations proved very fruitful. Second, his evaluations of the various consultants were accurate. The HIPP staff also became familiar with the resources CHPA has that should be useful in the HIPP implementation stages.

A. Agency/Program: The National Development Council
1421 29th Street, NW
Washington, DC 20007
(202)333-5142

Interviewee: John Sower
Position: Director

B. Agency/Program Purpose:

The National Development Council (NDC) is a private, not-for-profit, technical assistance/consulting firm which has been contracted by HUD to provide technical assistance to local governments. The emphasis of this program is on how local governments may combine related HUD, EDA, and SBA funds and develop neighborhood business revitalization strategies.

C. Financing of Program and Implementation: The NDC is a not-for-profit economic development organization under contract to HUD, SBA, the Department of Commerce, and private sources.

D. Relevance to USES Program Design:

USES staff attended a two-day training session conducted by NDC in the Boston area. Topics covered included summaries of applicable federal programs, case studies of successful projects, and a seminar on loan packaging and credit analysis. Many NDC staff are former banking officers. This private lending institution viewpoint was reflected in the neighborhood strategies proposed. NDC advised local governments to restrict community revitalization efforts to declining neighborhoods with healthy businesses versus severely blighted neighborhoods in order to "guarantee success". The speakers also outlined techniques to sell banks on SBA-guaranteed loans. Because the training session was geared toward local governments, the NDC sessions did not address problems that neighborhood or business districts without established political clout might face. Information on the various federal programs was helpful, even if only to eliminate some of them as funding sources or to define the type of programs to which a CDC might apply. As in the case of the Governor's Conference in Springfield and the Wednesday Morning Breakfast Group (see related profiles), the informal discussions and contacts made at the training session were at least as important as the formal agenda if not more so. USES staff and persons attending from other neighborhood groups met with Christine Struminski of the HUD Office of Neighborhood Development over lunch; leading to an extended discussion of particular problems these community groups face in their local contexts and ways in which the Office of Neighborhood Development might assist such groups nationwide; (i.e., in the form of technical assistance).

E. HIPP Program Directions and Decision Points: USES staff made several contacts at the conference who could potentially provide technical assistance for grant applications to federal agencies or for preparing the financial terms of local housing repair packages.

A. Agency/Program: EDA Section 304

Economic Development Administration/US Dept. of Commerce
 441 Stuart Street
 Boston, MA 02116
 (617) 223-6468

Interviewee: William Fitzhenry
 Position: Local EDA Representative

Commonwealth of Mass./Executive Office of
 Communities and Development
 Division of Social and Economic Opportunity
 10 Tremont Street
 Boston, MA 02108
 (617) 727-4174

Interviewee: Jerry Tuckman
 Position: Program Manager of Community Economic Development

B. Agency Program Purpose:

Section 304 funds are set aside by EDA for state-selected projects. In Massachusetts, the project selection process is administered by the Office of State Planning (OSP) and the Executive Office of Communities and Development (EOCD), Division of Social and Economic Opportunity (SEO). Although SEO is restricted by Federal guidelines, it generally seeks to fund small-scale community services/products, not public works.

C. Financing of Program and Implementation:

EDA contributes .80% of project costs; the state must contribute a 20% match. Applicants are selected by OSP or EOCD, under the direction of the Governor's Development Cabinet, prior to completing the normal EDA application process.

D. Relevance to USES Program Design:

USES applied for Section 304 funds to establish a revolving loan and equity fund for smaller businesses in the South End/Lower Roxbury. The USES proposal was chosen by SEO. A pre-application submitted by EDA in Philadelphia is currently under review.

The two major commercial corridors in the South End - Columbus Avenue and Tremont Street - consist of many smaller, marginal businesses and several BRA-owned abandoned, fire damaged, or under-utilized buildings. Major street, sewer and storm drain construction is scheduled for both streets in the near future, and will have considerable impact on these businesses. The outcome of this construction as well as the type of development in BRA-owned buildings (part of the Project Area close-out activities) will determine whether the South End is receptive to its original residents and will offer neighborhood residents a viable opportunity to remain in the area.

E. HIPP Program Directions and Decisions Points:

EDA financial support could potentially determine the future direction of small commercial enterprises in the South End/Lower Roxbury community. If USES succeeds in receiving a grant award from EDA, then this program could

EDA (cont'd)

be integrated into the management of residential improvement activities, thereby furthering a comprehensive/multi-dimensional approach to neighborhood upgrading. This EDA project is viewed as a potentially highly visible, effort which would have a substantial and positive impact on the community.

- A. Agency/Program: The Governor's Conference on Community Revitalization
Springfield Civic Center
Springfield, MA 01103

(Sponsored by:) Mass. Office of State Planning
One Ashburton Place
Boston, MA 02108
(617) 727-5066

Interviewee: Not Applicable
Position: Not Applicable

- B. Agency/Program Purpose:

The first Governor's Conference on Community Revitalization was sponsored by the Roxbury Action Program and was held in May, 1977. The Conference consisted of resource and case study workshops to familiarize community groups with state and federal programs, as well as successful revitalization efforts in Massachusetts. The second Conference, held on May 25, 1978, followed basically the same format.

- C. Financing of Program and Implementation: The conference was sponsored by the Commonwealth of Massachusetts and fees by attendees.

- D. Relevance to USES Program Design:

Workshops at the Conference which USES staff attended included: Capacity Building for Community Development, Housing as a Community Revitalization Tool, The Human Services Component of Community Revitalization, building Re-Use, and Neighborhood Revitalization. The workshops were short on time and in many cases presented only limited new information; however, the Conference was invaluable in terms of written materials provided, a resource workbook, and contacts with persons working in areas similar to USES at the local, state and federal levels.

- E. HIPP Program Directions and Decision Points:

The conference format allowed USES staff to converse with other professionals throughout the state and in federal agencies who are also working on community revitalization from an administrative, management, planning, or implementation perspective. These personal contacts can be further activated as the HIPP shifts from program planning to program implementation.

- A. Agency/Program: Massachusetts Council of Human Service Providers, Inc., (MCHSP)
14 Somerset Street, Rm. 205
Boston, Ma. 02108
(617) 523-1610

Interviewee: Gerald Wright
Position: President and Annual Meeting Chairman

- B. Agency/Program Purpose:

The Massachusetts Council of Human Service Providers (MCHSP) was incorporated in 1976 as a private, not-for-profit corporation to promote improvements in the Massachusetts system for purchasing community-based care. MCHSP seeks to implement these improvements by creating more effective working relations between state agencies contracting for purchase of service with not-for-profit providers.

The theme of the 1978 MCHSP annual meeting was to hold a public forum to discuss the future financing of public services programs. Massachusetts Governor Michael Dukakis presented his interpretation of state fiscal policy, followed by a series of questions and answers about specific concerns. The annual meeting was attended by human service agency representatives throughout the state. Some of the specific issues addressed at the session included: a standard contract for all human service agencies, a timely payment system, uniform rates for services, legislation creating a new Department of Social Services, a community residential care program, technical assistance, and a training/retraining program.

- C. Financing of Program and Implementation: MCHSP is supported by contributions from private foundations and corporations.

- D. Relevance to USES Program Design:

USES is a member of MCHSP. The direction of de-institutionalizing human service agencies throughout the Commonwealth is viewed as a positive step in reducing the amount of bureaucratic red tape each agency must complete prior to receipt of program funds and access to the state support systems during implementation. Once the HIPP demonstration program begins, staff members are hopeful that a smoother transition will be possible regarding the integration of the housing and neighborhood improvement program components with new and existing human service components offered by USES.

- E. HIPP Program Directions and Decision Points: The MCHSP annual meeting had little impact on specific HIPP program directions. However, it did create the opportunity to hear professional human service providers express their concerns about current needs throughout the state and how the delivery of these services could be improved. The forum highlighted positive and negative elements of program design which could potentially become relevant to the proposed USES human services, in the HIPP.

IV. Citizen Participation

Throughout the planning process of the HIPP, citizen participation has involved many different groups and individuals on an informal and formal basis. Some of these groups have already been included as part of the planning process documentation in Chapter III (see profiles on IBA, Copley Place/Mass. Pike Community Review Committee and Economic Development Task Force, and Southwest Corridor Land Development Coalition. The above-mentioned list is included in the planning process section because the citizen participation aspects were by-products of the meetings. The organizations and groups which follow were solicited primarily for their input into the HIPP final program design.

A. Council of Neighborhood Association Presidents

The South End/Lower Roxbury community is divided into 19 residential neighborhoods each with an elected neighborhood association board. USES sponsored monthly meetings to discuss various issues with the community. Attendance included representatives from all neighborhood associations, USES Board of Directors, USES executive staff and HIPP staff, South End Little City Hall Manager, and community residents who are professionals in the housing and community development field. Frequently guest speakers (i.e., from various local planning agencies) would present material on different projects that directly affected or had spillover effects on the South End/Lower Roxbury area.

B. Tenant Groups

USES staff have periodically met with tenant groups throughout the community to address certain impending issues and then provide technical assistance toward solving problems facing tenants of housing developments. Specific tenant groups requesting USES assistance were: Rutland Street Housing, West Concord Street Housing, Castle Square, BRA

IV. B. (cont'd)

close-out properties disposed throughout the South End/Lower Roxbury and Cathedral Public Housing Development.

In addition, USES staff were frequently requested to attend various neighborhood association meetings when a subject on the agenda directly pertained to HIPP. These meetings were instrumental in bringing certain neighborhood issues to the attention of USES personnel that work on local policies at their jobs. Whenever possible, HIPP staff tried to incorporate these issues into the final HIPP Demonstration Plan.

C. Claremont Neighborhood Association

The Claremont Neighborhood Association is a residents group in the South End/Lower Roxbury community which provided much citizen feedback and input to the preliminary HIPP implementation proposals. This group also actively supported the grant application to HUD Section 202 for elderly housing. This position by the Claremont residents was particularly pivotal because the proposed elderly housing site is located in their neighborhood. The Association's members also offered their opinions and thoughts about the BRA close-out activities which apply to the Claremont area and most other South End/Lower Roxbury neighborhoods.

D. United Neighborchors of Lower Roxbury

The President of the United Neighbors of Lower Roxbury met with the HIPP staff to discuss a series of neighborhood improvement proposals as a local resident and as a professional architect. In these meetings, the USES representatives learned of individual property owners willing to have their residences surveyed as part of the sample study of local housing repair and renovation needs. Also, the President familiarized

IV. D. (cont'd)

HIPP staff with his concept to create a neighborhood civic, cultural, recreational, and development program in a large, vacant area of Lower Roxbury. The multi-faceted impacts of this proposal were discussed and analyzed.

E. South End Project Area Committee (SEPAC)

SEPAC is an elected, not-for-profit organization created as the Project Area Committee (PAC) to represent citizens in the South End Urban Renewal Program. USES has maintained an open communication and information-sharing system with SEPAC staff and board of directors. HIPP staff have regularly attended SEPAC board meetings. The SEPAC board reviewed and approved the USES grant proposals to NEA and HUD Section 202 for the Innovative Design in Congregate Housing Project. Further, the SEPAC administrator agreed to provide technical assistance to the HIPP staff if the funding for these projects is approved.

F. People Organized to Save the South End (POSSE)

POSSE is a citizen's group lobbying for low and moderate-income housing in the South End/Lower Roxbury area. It also advocates other issues supporting low and moderate-income residents. USES staff either attend POSSE meetings or are regularly updated regarding its concerns and activities.

G. Residential Surveys

A series of 14 residential surveys were conducted by the HIPP planner and a private architectural consultant concerning the condition of various structures and units throughout the community. The purpose of this nonrandom survey was to illustrate the type of housing repairs and improvements the South End/Lower Roxbury needed to bring dwellings to code standards, the frequency that each kind of repair occurred and the

IV. G. (cont'd)

respective cost estimates. This procedure assisted the HIPP staff in becoming more familiar with the program design specifics which should be addressed in the implementation stage. Second, community residents informally became aware of and familiar with the current HIPP activities in detail. Finally, the HIPP staff had the opportunity to obtain individual feedback from residents regarding their current housing situations, concerns and needs, and their reaction to the purpose of the HIPP.

H. BRA Meetings

The BRA has sponsored a series of meetings on the Urban Renewal close-out activities in which USES staff and interested residents have been invited to attend. Discussions centered on specific case histories of properties throughout the community. Citizens offered their opinions regarding the final ownership designations. HIPP staff regularly attended these meetings held at various neighborhood associations.

I. Creation of USES Development Corporation

Over the past year, USES staff and board members have combined efforts to create a USES Development Corporation. It is designed to serve as a broad-based resident-controlled corporation to address local neighborhood revitalization, housing and economic development needs and issues, particularly those of low and moderate-income residents.

Conclusion

The multi-dimensional aspects of citizen participation have informed the HIPP staff of the diverse housing issues facing South End/Lower Roxbury residents and the respective range of solutions to these problems. The community is polarized regarding how future housing

IV. Conclusion (cont'd)

repair efforts and funding should be directed. However, USES staff have established ongoing communication and working relationships with the well-established contingent of local citizens advocating home improvements for existing low and moderate income residents.

By presenting citizens with the HIPP concept, meaningful feedback was offered by persons to be affected by the program, neighborhood support was received, suggestions for altering the program design were presented, and further contacts were scheduled. In general, this process culminated into a positive public relations campaign at the individual neighborhood group and community agency levels, generated individual participation in the program design phase (i.e., residential surveys and interviews for the preparation of the "Rehabilitation/Repair Handbook"), and provided information on specific parcels and structures in the community.

During the HIPP implementation stage, all efforts will be made to maintain these existing contacts and relationships and to foster broader community awareness and familiarity with HIPP. This will prevail in the form of: continuation of USES attendance at neighborhood group and community agency meetings; articles in the SEPAC newsletter of the HIPP progress; and a minimum of majority representation among community residents on the USES Development Corporation Board of Directors. The HIPP staff has been encouraged by the positive degree of citizen participation in the initial HIPP planning phase and expects to continue this supportive posture throughout the subsequent program development stages. Citizen participation has served as a barometer to USES of community sentiment on housing repair, neighborhood improvement, and human service subjects. Accordingly, this tool will be particularly useful to the HIPP staff during program implementation.

V. Cross-Cutting Funding Sources by Program Description

The following list represents a brief program description of grant applications already submitted or to be submitted by the HIPP staff for program implementation funding. These synopses are followed by a chart which indicates the community goals and objectives outlined in Chapter II that are directly addressed by the individual program segments. Second, the multiple community improvement goals for each program further underscores the cross-cutting theme of the final HIPP program design.

A. The Lend-A-Hand Neighborhood Improvement Program

1. Applied to the City of Boston Employment and Economic Policy Administration (EEPA)-Youth Community Conservation and Improvement Project (YCCIP) for \$100,950.

The Lend-A-Hand Neighborhood Improvement Program will train and employ South End/Lower Roxbury youth in housing repair and maintenance, and neighborhood improvement projects. Area housing owned or rented by low and moderate-income residents will be upgraded while simultaneously providing training, skills, and job experience to neighborhood youths.

2. Applied to the City of Boston EEPA-CETA-Program Services Evaluation for \$140,505.

Receipt of this grant would finance the adult participants' salaries and wages in the Lend-A-Hand Neighborhood Improvement Program. In addition to gaining supervisory experience, these adult program participants would benefit in the same ways described for youth in A. 1. above.

V. B. Improvements and Community Action in Neighborhood Program (I-CAN)

Applied to the Department of Health, Education and Welfare, Office of Human Development Services, Office of Planning, Research, and Evaluation, for \$105,000.

This program proposal as submitted requests management and administrative expenses for the Lend-A-Hand Neighborhood Improvement Program, an Employment and Economic Development Counselor and a Youth and Parent Counseling component to provide supportive services to youth in the Lend-A-Hand Neighborhood Improvement Program and the Cooperative Economic Development Youth Program (CEDYP). CEDYP is another program under the Management, Planning and Development office of USES.

C. Design Innovations in Congregate Housing for Low-Income Elderly and Handicapped Persons

Applied to the National Endowment for the Arts (NEA) for \$15,820.

This program will explore innovative design approaches in congregate housing for low-income elderly and handicapped persons. The preferred housing design will then be implemented by USES with assistance from other funding sources (See section D. below). Design issues to be addressed include: social patterns of a street-corner culture; features of individual rooms that can alleviate feelings of loneliness or confinement; corridors which facilitate social interaction; and delineation of private and shared space to promote satisfaction in a cooperative residential environment.

D. Proposal to Rehabilitate 569-571 Columbus Avenue into Congregate Housing for the Elderly and Physically Handicapped

Applied to the Department of Housing and Urban Development for a direct loan under Section 202 of the Housing Act of 1959, for \$490,000.

V. D. (cont'd)

This program would base its rehabilitation activities on the recommendations and conclusions reached by the NEA "Design Innovations" program. The proximity of this building to USES' New Harriet Tubman House will provide easy access for residents to partake in the existing human service programs, particularly the group, counseling, and nutrition activities of the Older Adult Program.

E. Residential Improvement Revolving Loan Fund

Applications in process to the Blanchard Foundation for \$30,000.; Community Services Administration (CSA) for \$50,000.; and, \$20,000. to be solicited from other private sources.

Similar in concept to the revolving loan funds operated by the URTF-sponsored Neighborhood Housing Services programs, this Revolving Loan Fund is expected to be capitalized at the level of \$100,000. in its first year of operation with increased levels of capital for loans sought from both public and private financing sources. It will, when appropriate and feasible, use loan guarantees, sell its paper in secondary markets, and be coordinated with the City of Boston's Housing Improvement (Rebate) Program. Participants will be eligible low and moderate-income families and individuals who are able to repay loans at interest rates that will range from zero to prime. This is to be a revolving fund so there will be no provisions for grants.

The Revolving Loan Program participants will be encouraged to provide their labor in the repair and housing improvement efforts as a further cost reduction device. Program beneficiaries will be restricted to those individuals unable to secure financial assistance from other housing repair programs in the area (i.e., Boston HIP) or from conventional lending institutions.

V. F. A Proposal to Conduct Technical Assistance in Connection with Community Development

Submitted to the Department of Housing and Urban Development, Office of Neighborhood Development, for a \$165,000. contract. This USES program proposes to conduct a Neighborhood/Community Development Project that will work with residents, businesses, organizations, the City of Boston, the BRA, and HUD to develop feasible alternatives prior to the financial settlement of the South End Urban Renewal Project and the scheduled completion of the close-out. The activities to be conducted will enable USES to assist neighborhood groups and associations in their relationships with local officials, help to define USES' further role as the largest human service organization in the South End, and seek solutions to the problems of Urban Renewal close-out and financial settlement.

G. Legal Counseling Program for Homeowners and Tenants

A concept paper is being prepared to the Department of Housing and Urban Development, Office of Neighborhoods, Voluntary Associations and Consumer Protection, under the Housing Counseling Program and to other private sources. This program is intended to disseminate accurate information on the basic rights and responsibilities of land owners and tenants and on methods of solving common rental housing problems; provide appropriate referrals for residents to find timely and accessible solutions to housing problems; provide group information sessions to general housing concerns among community residents; and provide individual counseling and supportive services addressing specific housing concerns.

V. H. The Implementation of HIPP Programs

USES will apply to HEW/HDS-OPRE and HUD for approximately \$150,000. to finance the major part of administrative costs incurred by all program components of HIPP. (See detailed budget in section VIII, Estimated Costs.)

The relationships between the HIPP programs described above are illustrated in Chart B. In addition, several programs are shown on Chart C that directly relate to HIPP but have not been mentioned. A brief description of these heretofore unexplained programs follows:

- The Cooperative Economic Development Youth Program (CEDYP) is a division of the United South End Settlements (USES). The CEDYP is designated to promote the development of youth-run companies by encouraging youths to develop and manage companies of their own. CEDYP received a 12-month operating grant of \$54,000. in June, 1978, from the Committee of the Permanent Charity Fund.
- Southwest Corridor Joint Transit/Economic Development Project
This segment of the USES Commercial Neighborhood Revitalization Program will address rapid transit-related community and economic development in the Southwest Corridor, especially in and adjacent to the proposed Massachusetts Avenue Rapid Transit Commuter Rail Station, to be completed when the Orange Transit Line is relocated to the MBTA/Amtrak right of way.

In addition, USES, along with six other neighborhood development organizations (NDO's) will be a sub-contractor to conduct transit-related development planning. Each NDO will receive a six-month contract of approximately \$9,000.-\$10,000. to undertake these planning activities.

V. (cont'd)

USES has received preliminary grant approvals in the amount of \$9,000. from the Department of Transportation, Urban Mass Transportation Administration (UMTA), and \$11,400. from the Burgess Fund of the Mass. Episcopal Diocese.

- Older Adult Program of USES provides individual and group services to community residents 60 years of age and older. The program components include individual counseling and supportive social services, group activities, transportation, and a daily nutrition (hot lunch) program. All of these services are designed to enable elderly persons to continue an active life out of institutions and to prevent social and physical isolation. The Older Adult Program operates on a \$104,000. annual budget sponsored by the United Way of Massachusetts Bay.
- Family Life Education and Counseling Program is another on-going USES human service program. Program recipients include families and individuals who meet eligibility standards as defined by the DHEW Title XX guidelines. Family, individual, and group counseling services are provided to residents in an effort to assist them in better functioning within the physical environment and social structure in which they reside. The Massachusetts Department of Public Welfare currently funds this program at \$127,000. annually.
- Other existing human service programs offered at USES include Consumer Education Program, DYS Non-Resident Day Care Program, Chinese Youth Essential Services, Camp Hale, Children's Art Centre, Family Day Care, Group Day Care, and After-School Program. These programs will indirectly be integrated with the proposed Residential Improvement Program.

V. (cont'd)

The respective line item program budgets for all USES human service programs are on pages 85 through 88.

Chart A on the following pages illustrates the integration of HIPP goals and objectives (as outlined in Chapter II) for the proposed and existing USES programs.

Individual Line Item Budgets of Existing USES Programs

COOPERATIVE ECONOMIC DEVELOPMENT YOUTH PROGRAM

Personnel	\$ 33,000.
Fringe Benefits	6,600.
Consultants and Contract Services	5,100.
Consumable Supplies	1,150.
Equipment	500.
Travel	520.
Other Costs	1,360.
Revolving Cooperative Loan and Equity Fund	<u>6,000.</u>
 TOTAL PROGRAM COST	 \$ 54,230.

SOUTHWEST CORRIDOR BUSINESS AND JOINT DEVELOPMENT PROJECT

Personnel	\$ 15,326.
Fringe Benefits	2,635.
Consultants	714.
Travel	400.
Consumable Supplies	150.
Other Costs	<u>1,175.</u>
 TOTAL PROGRAM COST	 \$ 20,709.

OLDER ADULT PROGRAM

Personnel	\$ 87,593.
Fringe Benefits	12,878.
Travel (client and staff transportation)	5,588.
Program Expense	1,200.
Supplies	800.
Telephone	1,920.
Equipment	1,000.
Space	5,000.
Other	791.
Indirect Costs (Administrative Overhead)	<u>12,974.</u>
 TOTAL PROGRAM COST	 \$129,744.

Individual Line Item Budgets of Existing USES Programs (cont'd)FAMILY LIFE EDUCATION AND COUNSELING PROGRAM

Personnel	\$ 36,932.
Fringe Benefits	14,344.
Travel (client and staff transportation)	6,835.
Emergency Fund	627.
Supplies (office and program)	2,400.
Equipment	1,680.
Training (program personnel)	800.
Telephone	2,052.
Office Maintenance	1,100.
Indirect Costs (Administrative Overhead)	<u>12,974.</u>
TOTAL PROGRAM COST	\$129,744.

CONSUMER EDUCATION PROGRAM

Personnel (including Fringe Benefits)	\$ 42,130.
Travel	734.
Textbooks and Training Materials	900.
Equipment Rental	1,168.
Space	3,672.
Office Supplies	600.
Telephone	600.
Indirect Costs (Administrative Overhead)	<u>4,216.</u>
TOTAL PROGRAM COST	\$ 54,020.

DYS NON-RESIDENT DAY CARE PROGRAM

Personnel	\$ 54,650.
Fringe Benefits	8,197.
Equipment	468.
Transportation	6,920.
Communications (telephone and postage)	2,112.
Office Supplies	640.
Program Supplies	1,941.
Space	5,075.
Food	5,200.
Youth Stipends	10,400.
Indirect Costs (Administrative Overhead)	<u>9,489.</u>
TOTAL PROGRAM COST	\$105,092.

Individual Line Item Budgets of Existing USES Programs (cont'd)CHINESE YOUTH ESSENTIAL SERVICES

Personnel	\$ 52,656.
Fringe Benefits	7,371.
Travel	1,375.
Consultants	3,700.
Consumable Supplies	1,172.
Reproduction	500.
Communications (telephone and postage)	2,485.
Publications	330.
Program Materials	2,702.
Advertisement	150.
Office Equipment	5,500.
Space and Utilities	1,801.
Insurance	180.
Cultural Events and Field Trips	2,225.
Building Maintenance	880.
Indirect Costs (Administrative Overhead)	<u>6,003.</u>
TOTAL PROGRAM COST	\$ 89,030.

CAMP HALE

Personnel	\$ 20,000.
Fringe Benefits	1,000.
Program Expense	4,000.
Transportation	4,000.
Insurance	3,500.
Food	15,000.
Maintenance	6,000.
Administrative Expense (includes office and first aid supplies)	1,400.
Miscellaneous Expense	<u>400.</u>
TOTAL PROGRAM COST	\$ 55,300.

CHILDREN'S ART CENTRE

Personnel	\$ 16,200.
Fringe Benefits	1,944.
Consulting Artists and Workshop Instructors	2,500.
Materials	4,000.
Space (utilities and maintenance)	1,200.
Telephone	1,200.
Transportation	<u>500.</u>
TOTAL PROGRAM COST	\$ 27,544.

Individual Line Item Budgets of Existing USES Programs (cont'd)FAMILY DAY CARE

Personnel	\$ 17,148.
Fringe Benefits	2,200.
Day Care Mothers' Reimbursement	21,675.
Day Care Mothers' Program Expense	7,630.
Telephone	1,200.
Office Supplies	500.
Field Trips	250.
Insurance	500.
Space	1,000.
Program Consumables	1,000.
Parent Activities	300.
Program Equipment	500.
Indirect Cost (Administrative Overhead)	<u>5,000.</u>
TOTAL PROGRAM COST	\$ 58,903.

GROUP DAY CARE

Personnel	\$ 55,181.
Fringe Benefits	8,500.
Food	2,500.
Staff Travel	250.
Telephone	1,200.
Office Supplies	500.
Program Consumables	1,000.
Program Equipment	250.
Field Trips	500.
Space	8,400.
First Aid Supplies	300.
Parent Activities	300.
Indirect Cost (Administrative Overhead)	<u>5,000.</u>
TOTAL PROGRAM COST	\$ 83,881.

AFTER-SCHOOL PROGRAM

Personnel	\$ 31,063.
Fringe Benefits	3,580.
Food	2,200.
Office Supplies	500.
Telephone	1,200.
Staff Travel	150.
Program Consumables	3,000.
Space	3,750.
Field Trips	900.
Summer Camp	6,800.
Equipment Rental	595.
Indirect Cost (Administrative Overhead)	<u>5,400.</u>
TOTAL PROGRAM COST	\$ 59,138.

V. (cont'd)

Chart A
(Integration of Proposed and Existing USES Programs
by Goals and Objectives)

<u>Program Title</u>	<u>Goals and Objectives the Program Addresses</u>
Lend-A-Hand Neighborhood Improvement Program (Youth and Adults)	<p>Information:</p> <ul style="list-style-type: none"> - community data collection on current housing trends <p>Human Services:</p> <ul style="list-style-type: none"> - integration of existing and new USES programs (CEDYP, I-CAN) <p>Housing and Community Development:</p> <ul style="list-style-type: none"> - housing repair for low and moderate income owners - housing repair for low and moderate-income tenants - supplement Boston's HIP <p>Neighborhood Improvement:</p> <ul style="list-style-type: none"> - Completion of various neighborhood improvement projects (i.e., clean-up, residential upgrading, restore open space) <p>Employment/Job Creation:</p> <ul style="list-style-type: none"> - create new employment opportunities for low and moderate-income adults - employment and training to neighborhood youth in housing repair - employment and training to neighborhood youth in neighborhood improvements <p>Financing:</p> <ul style="list-style-type: none"> - cross-cutting funding (leverage public support by combining with other USES housing repair/human service programs).

V. Chart A (cont'd)

Program TitleGoals and Objectives the Program
Addresses

I-CAN (Improvements and
Community Action in Neigh-
borhoods Program)

Human Services:

- individual and group counseling
- parental stress counseling
- integration of existing and new
USES programs (CEDYP, Family Life
Education and Counseling)

Financing:

- cross-cutting funding (with CEDYP,
Family Life Education and Counseling,
Lend-A-Hand)

Design Innovations in
Congregate Housing for low
Income Elderly and Handi-
capped Persons

Human Services:

- integration of existing and new USES
programs (Older Adult)

Housing and Community Development:

- Housing repair for low and moderate-
income renters
- address displacement issues and lodging
house conversion
- create congregate housing

Neighborhood Improvement:

- completion of neighborhood improve-
ment project with several positive
impacts

Financing:

- cross-cutting funding (Older Adult,
HUD 202, Congregate Housing)

<u>Program Title</u>	<u>Goals and Objectives the Program Addresses</u>
HUD-202 Housing for the Elderly and Handicapped	<p>Human Service:</p> <ul style="list-style-type: none"> - integration of existing and new USES programs (Older Adult) <p>Housing and Community Development:</p> <ul style="list-style-type: none"> - housing repair for low and moderate-income renters (elderly and handicapped) - address displacement issue and lodging house conversion <p>Neighborhood Improvement:</p> <ul style="list-style-type: none"> - physical repair and upgrading of residential structure <p>Financing:</p> <ul style="list-style-type: none"> - cross-cutting funding (Older Adult, NEA Congregate Housing, HUD 202)
Residential Improvement Revolving Loan Fund	<p>Housing and Community Development:</p> <ul style="list-style-type: none"> - housing repair for low and moderate-income owners - housing repair for low and moderate-income renters - supplement Boston's HIP - establish revolving loan fund <p>Neighborhood Improvement:</p> <ul style="list-style-type: none"> - assist with various community upgrading projects <p>Employment/Job Creation:</p> <ul style="list-style-type: none"> - encourage "sweat equity" by homeowners by providing more accessible funding for housing repair

V. Chart A (cont'd)

<u>Program Title</u>	<u>Goals and Objectives the Program Addresses</u>
Residential Improvement Revolving Loan Fund (cont'd)	<p>Financing:</p> <ul style="list-style-type: none"> - cross-cutting support for loan fund by three or more sources - further leverages public funding for housing repair and community development efforts
Technical Assistance with Community Development	<p>Information:</p> <ul style="list-style-type: none"> - collect and update demographic data <p>Housing and Community Development:</p> <ul style="list-style-type: none"> - monitor the BRA urban renewal close-out activities for low and moderate-income residents - address displacement issue and lodging house conversion <p>Neighborhood Improvement:</p> <ul style="list-style-type: none"> - monitor a variety of neighborhood improvement projects and determine future planning needs
Legal Counseling	<p>Human Service:</p> <ul style="list-style-type: none"> - integration of existing and new USES programs by referral (Family Life Education and Counseling, Older Adult) <p>Housing and Community Development:</p> <ul style="list-style-type: none"> - information to renters on rights and legal requirements of housing repair activities (including displacement) - information to owners on rights and legal requirements of housing repair or conversion activities - individual and group counseling on housing concerns <p>Financing:</p> <ul style="list-style-type: none"> - cross-cutting: referrals to other USES programs or community agencies for assistance on personal issues

V. Chart A (cont'd)

<u>Program Title</u>	<u>Goals and Objectives the Program Addresses</u>
Legal Counseling (cont'd)	- technical assistance on individual revolving loan cases
HEW/HUD Joint Program for HIPP Administration and Management	<p>Financing:</p> <ul style="list-style-type: none"> - cross-cutting funding by two federal agencies to co-finance planning, administrative and management costs of coordinating an innovative neighborhood improvement program combining delivery of human services with housing repair - financial "umbrella" for managing all above-listed programs

VI. Evolution into Program Design

The series of USES organization charts on pages 100 through 103 begin with a general overview of the organization and its existing programs and end with the hierarchical breakdown of specific USES programs, existing and new, linked to the Housing Improvement Planning Program Implementation phase. Briefly summarized, the existing USES programs entitled the Cooperative Economic Development Youth Program, the Older Adult Program, the Family Life Education and Counseling Program, and the Consumer Education Program would be integrated with those respective program components of the Residential Improvement Program (RIP). These components include: the Residential Improvement Revolving Loan Fund, the Innovative Congregate Housing Design Program, the Lend-A-Hand Program, the Improvement and Community Action in Neighborhoods Program (I-CAN), the Legal Counseling for Tenants and Homeowners Program, and the HUD-202 Housing for the Elderly and Handicapped Housing. The HEW/HUD joint financing of the RIP planning, administrative, and management costs would support this interagency program integration.

All the above-mentioned programs would continue as units of USES' Management, Planning and Development Office. The Residential Improvement Program would be operated by the newly created USES Development Corporation with other programs which include the Southwest Corridor Business and Joint Development Project and the Neighborhood Commercial Revitalization Program. The job descriptions for the newly created USES positions of Program Officer for the Residential Improvement Program, Community Development Planner, and Social Planner follow the organization charts.

Organization (Project Management) Man/Woman Power

The management tasks that are to be accomplished to achieve the objectives of this proposal will occur as follows:

VI. (cont'd)

A. Management Control and Staffing

Recruiting and Staffing - We plan to use members of the USES and USES Development Corporation full-time staffs who are presently employed with the firms. Additional project positions will be filled by persons who have worked with us on a consultant, work-study or other basis and will become full-time staff. All positions will be filled with experienced professionals, whose backgrounds include relevant experience in human service program delivery, housing and community economic development philosophy, procedures and practices, and in the appropriate instructional technologies.

Establishing Management Plan and Control - The Management Plan for the project will be developed by the Managing Director and the RIP Program Officer. USES will assume overall management and administrative responsibility for the program including salary, fringe benefits, and other administrative costs. USES will also assume full responsibility for administrative control of program activities, inter-program coordination and communications, and training materials development and the packaging of training curriculum units.

USES will monitor travel requirements and reimburse all project staff and participants for reasonable actual travel and per diem expenses. The government approved per diem expense will be allowed for project staff and participants while away from their homes or regular places of business.

USES shall furnish all necessary data and instructions to program staff; submit the reports and summaries of data required as outlined in the Program Design for the individual social services, including complete reports of direct and indirect costs incurred to that date; provide the appropriate program staff at meetings to be arranged to discuss these reports and

VI. (cont'd)

other relevant matters; and maintain a system of program staff performance evaluation and monitoring which shall be available to HEW and to HUD.

B. Project Staff

USES proposes the following project staff to execute the project as described herein:

Managing Director (50% time)

Mr. Syvalia Hyman, III

Program Officer (100% time)

Ms. Joanne Yawitz

Community Development Planner (100% time)

Ms. Nancy Burns

Social Planner (100% time)

To be appointed

Administrative Assistant (100% time)

To be appointed

Architectural Consultant

Michael and Susan Southworth/City Design and Architecture

Legal Consultant

To be appointed

Program Evaluation Consultant

Susan E. Philipson Bloom/Community Resources Group

USES has elected to use graduate college work-study students, volunteers, and members of its Board of Directors in addition to the project staff described herein.

Graduate work-study students, primarily from the Harvard Schools of Design and Business, and the Massachusetts Institute of Technology, Department of Urban Studies, Planning and Architecture, shall be used to undertake basic

VI. B. (cont'd)

research and planning activities. USES has used students from these institutions in the past and continues to do so with much success and satisfaction.

Volunteers shall be used to work with staff on the outreach efforts for HIPPP participants (adults and youth). These volunteers, who are primarily South End/Lower Roxbury residents, shall participate in the several USES social service programs by providing relevant input throughout the program implementation stages.

Members of the USES Board of Directors, particularly those who reside in the South End/Lower Roxbury section of Boston, and who have been identified as possessing skills and/or experience relevant to this project shall be invited to assist in the delivery of social services, housing improvements, and community development provided during this program. The range of relevant skills and experience of current members of the USES Board of Directors includes but is not limited to the following:

1. health management
2. law
3. housing development
4. accounting
5. housing management
6. general management
7. small business
8. human services

C. Description of Physical Facilities

This program shall be located in a combination program/office/neighborhood facility and residence owned and managed by USES. It is a four-story, red brick building located at 48 Rutland St. in the South End/Lower Roxbury

VI. C. (cont'd)

section of Boston. Originally built as a school for girls in the 19th century, the facility has been in continuous use by USES since 1918, and was purchased by USES in the 1920's. It served as the USES Corporate Headquarters and Executive Offices until the New Harriet Tubman House and Corporate Headquarters was completed in 1976.

First Floor

- . six offices
- . one large meeting room
- . one small meeting room/combination thrift shop
- . one small kitchen, storage area and closet

Second Floor

- . one large two-person office
- . one conference area that can accommodate twelve persons
- . one large office area that can accommodate twelve persons
- . five program rooms
- . five closets

Third Floor

- . two apartments (occupied)

Fourth Floor

- . one large apartment (occupied)

Basement

- . six offices
- . conference area
- . three storage areas
- . two closets

Arrangements with Consultants

USES has recently used the architectural services of Michael and Susan Southworth/City Design and Architecture with excellent results. They

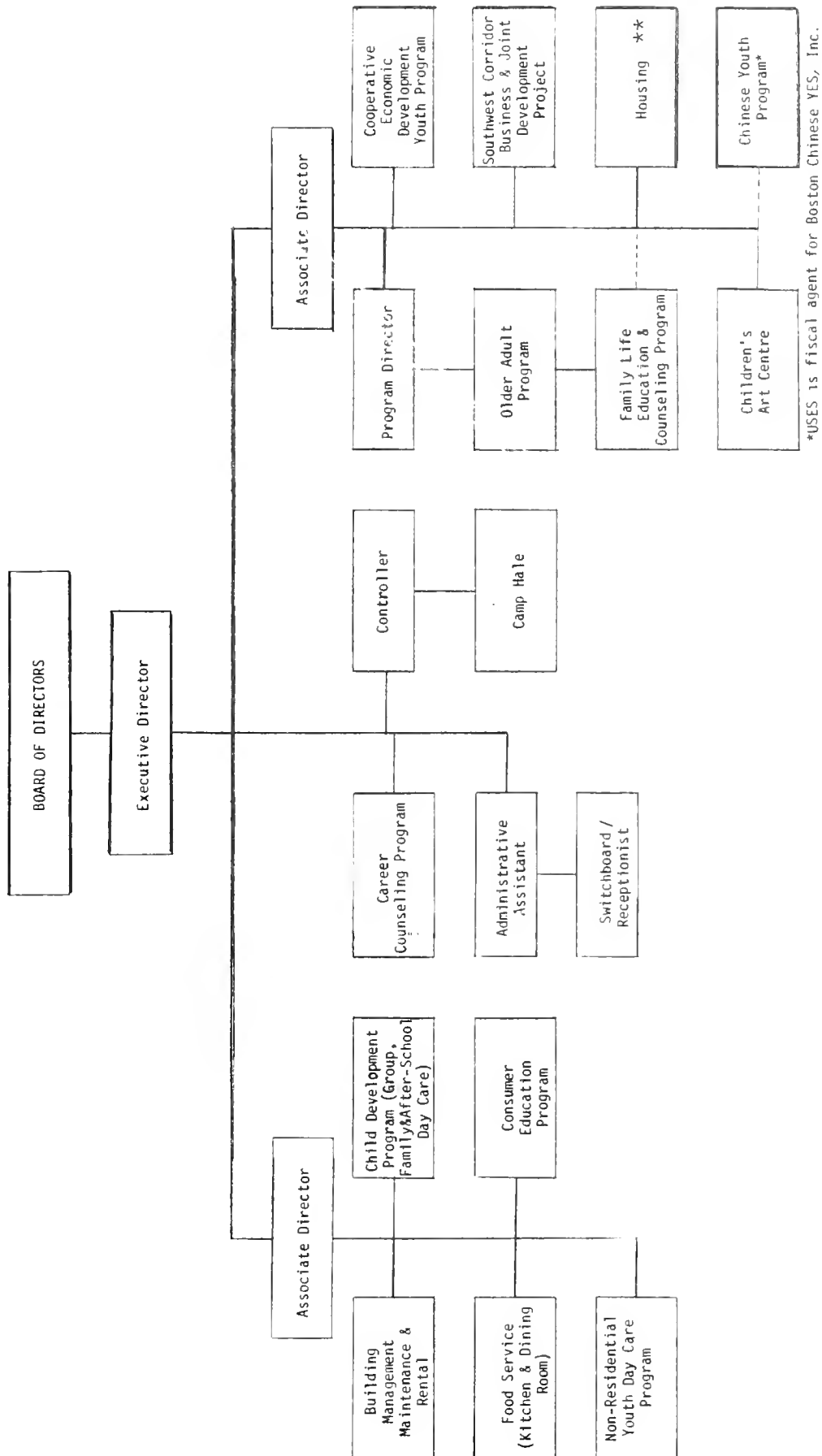
VI. C. (cont'd)

are proposed herein to prepare plans for several development projects and housing improvement studies ranging from light repair to rehabilitation. Their resumes are attached at the end of Chapter VI. with the staff resumes.

Susan E. Philiplson Bloom, Principal of the Community Resources Group, has diligently worked in the planning phase of the HIPP on the State of the Art Study and the Funding Resource Inventory. The thorough work efforts and final products greatly satisfied the HIPP staff. CRG is proposed as the Program Evaluation Consultant. Ms. Bloom's resume is also attached at the end of this Chapter.

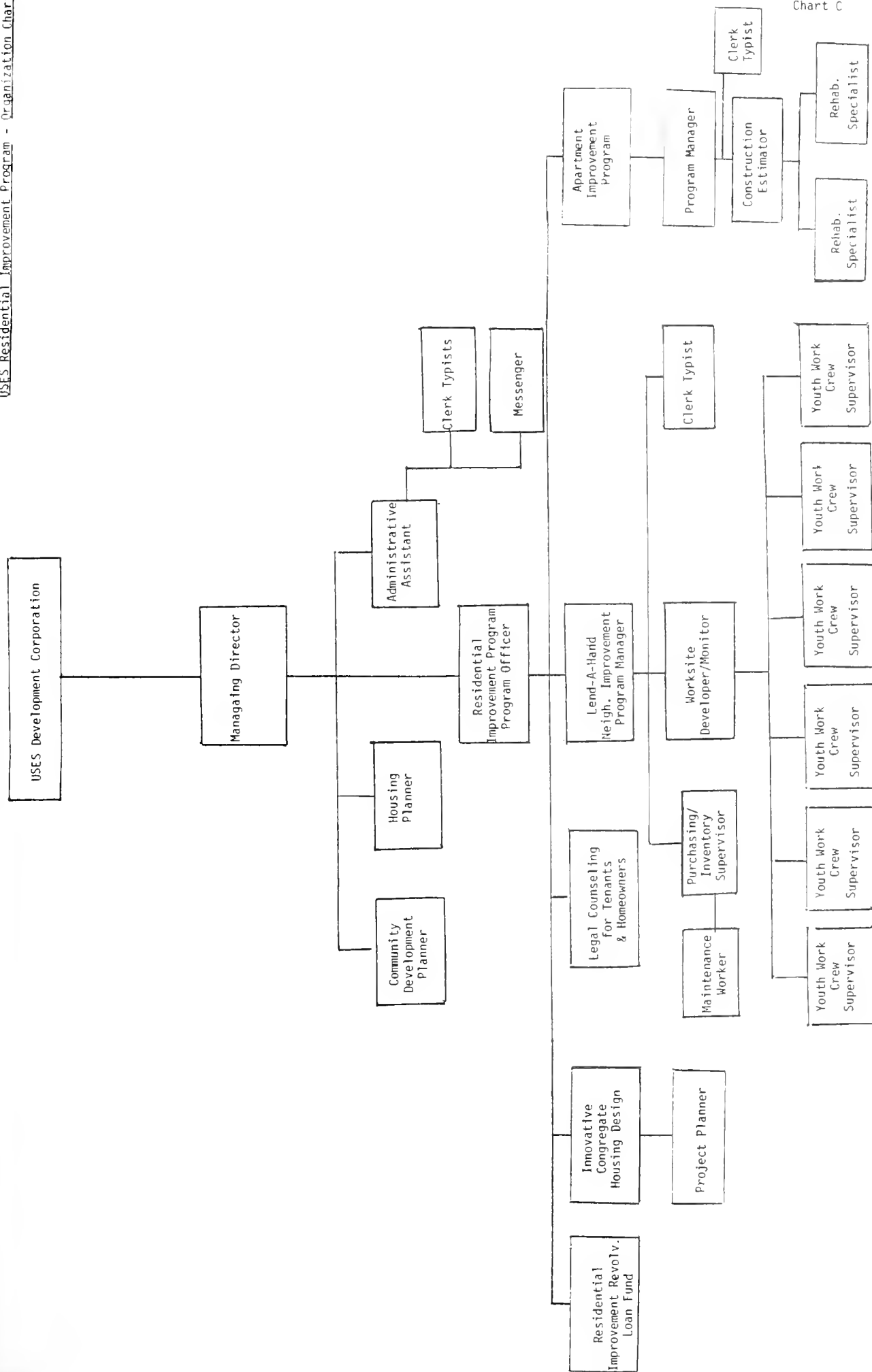
USES ORGANIZATION CHART

100.
Chart B



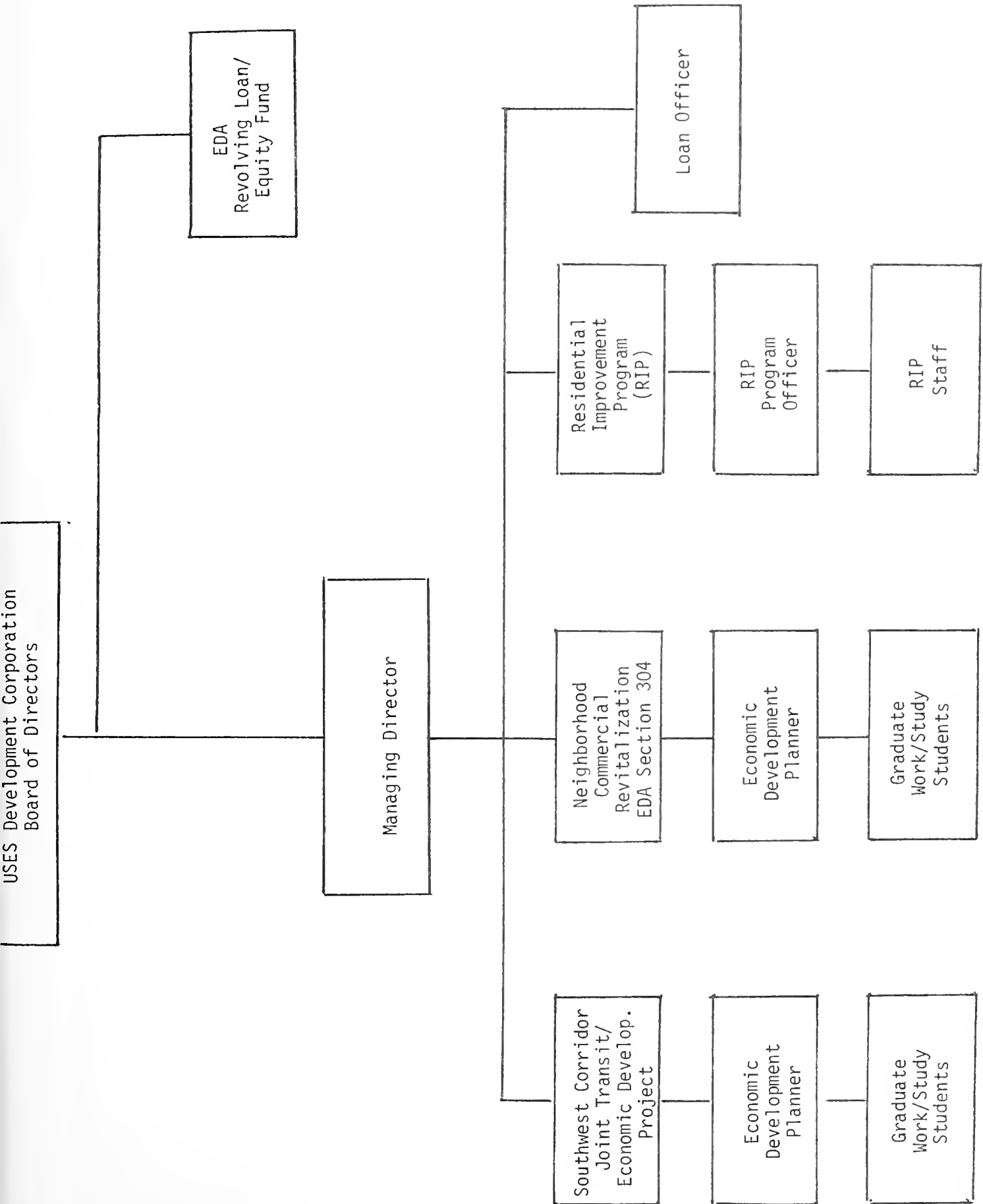
*USES is fiscal agent for Boston Chinese YES, Inc.

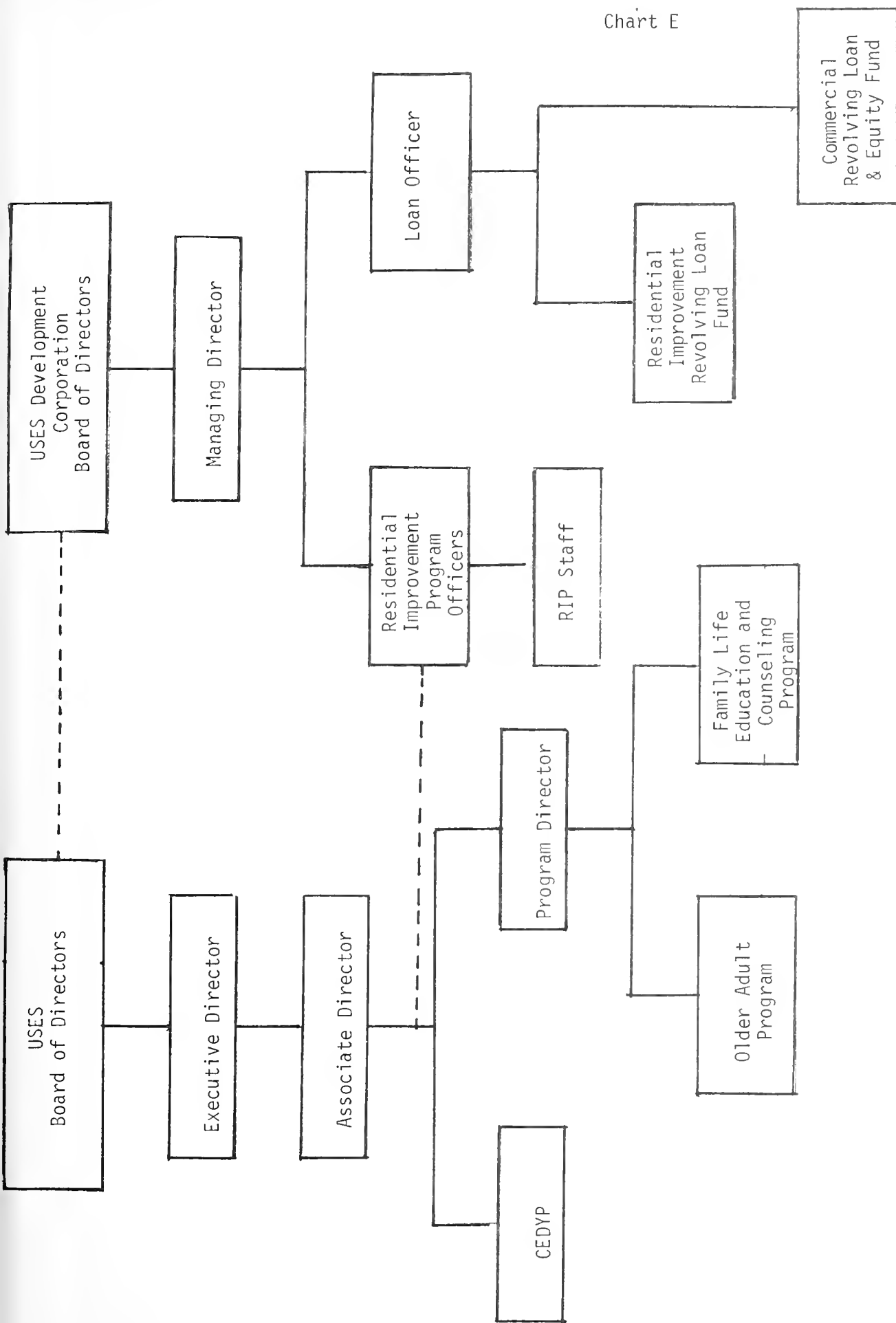
**See Chart C for further detail



USES Development Corporation
Organization Chart

Chart D





Cross-cutting and Program Integration at the Neighborhood Level:
Relationship between human service programs operated by USES and the
Residential Improvement Program operated by USES Development Corporation

USES DEVELOPMENT CORPORATIONJob Description

TITLE: Program Officer - Residential Improvement Program

BASIC FUNCTIONS:

Overall responsibility for administering, planning, coordinating, and implementing day-to-day program components of HIPP (i.e., Innovative Congregate Housing Design Program, Improvements and Community Action in Neighborhoods Program, Apartment Improvement Program, Lend-A-Hand Program, HUD 202, and Legal Counseling to Tenants and Homeowners).

Provides input in policy decisions related to Residential Improvement Revolving Loan Fund.

He/She is responsible for carrying out the overall objectives of the total Program as approved by the respective financing agencies.

Recruits and selects individual program managers and consultants throughout program implementation (architect, legal counsel, and evaluation team).

He/She shall ensure that the program components operating under his/her supervision are functioning according to the implementation plans, and are achieving the anticipated results.

Delegates authority to program managers providing them with direction as to performing their job functions.

Reviews reports, correspondence, and other transmittals, requests and forms from each reporting program manager.

Assists the Managing Director in general organization development, management, and planning matters as they pertain to housing repair and neighborhood development.

Keeps the Managing Director informed of operating program conditions through oral and written reports.

The Program Officer shall meet regularly with the Community Development Planner, the Social Planner, and the Managing Director to remain abreast of current planning needs and program directions for the South End/Lower Roxbury community.

The Program Officer would also maintain frequent contact with those program managers of existing USES programs who are linked to the RIP (i.e., CEDYP, Older Adult, and Family Life Education and Counseling) on an individual and collective basis to monitor program activities, needs, and progress.

Coordinates the work of the program staff to ensure that the program is operating as stipulated.

Prepares a monthly report of program activities.

Program Officer-RIP-Job Description (cont'd)Qualifications:

A Baccalaureate Degree from an accredited college or university. A Masters Degree in Urban Planning, Public Administration, Management or a related field and/or its equivalent in experience in planning, management or the administration of housing or other neighborhood development programs. A minimum of three years' experience in a responsible position utilizing a broad range of management and/or planning and supervisory skills. Excellent oral and written communication skills are required. Familiarity with housing repair/rehabilitation techniques, financing mechanisms, labor organization, housing programs, and public agencies.

Good organization, delegation, and follow-up skills that will enable the Program Officer to oversee a variety of projects at one time without dilution of total efforts.

Ability to make decisions independently and solve problems in a time-efficient manner. Possess the capability to evaluate program managers objectively and with a businesslike perspective, perceive the strengths and weaknesses of recommended courses of action, and offer viable alternatives when necessary.

Ability to relate effectively with internal staff and management as well as with persons outside the agency.

Experience in managing people.

Internal management and administration familiarity and facilities.

USES DEVELOPMENT CORPORATIONJob Description

TITLE: Community Development Planner

BASIC FUNCTIONS:

Responsible for overall community development planning activities related to and generated by the project.

Determines unmet needs and gaps for community development for the area and target population(s) served by the USES Development Corporation.

Develops outreach program for sustaining and enlarging community development programs for the South End/Lower Roxbury community.

Seeks funding to support selected community development activities.

Supervises and coordinates planning and preparation of community development proposals, studies, and reports.

Works in conjunction with other planners in city and federal agencies to remain abreast of their community development actions and plans and to provide first-hand experience pertaining to the South End/Lower Roxbury regarding the decision-making process of these public organizations.

GENERAL RESPONSIBILITIES AND AUTHORITY:

He/She shall ensure that those programs conducted by the USES Development Corporation dealing with community development are functioning according to pre-determined plans and are producing anticipated results.

Assists Managing Director in general community development matters relating to the South End/Lower Roxbury community.

Keeps Managing Director informed of community development operating conditions through oral and written reports.

SPECIFIC FUNCTIONS:

Planning and Program Development for Community Economic Development Concerns:
Develops and updates the agency's data on community development and relates these findings to USES Development Corporation programs, goals, priorities, and implementation of community development activities.

Assist in the preparation of and development of grant applications and proposals which foster agreed-upon organizational and program community development goals.

Surveys local businesses to determine their needs for strengthening businesses and then seeks ways to implement programs which specifically address these needs.

Community Development Planner-Job Description (cont'd)

SPECIFIC FUNCTIONS

Screens and evaluates potential business projects for the South End/Lower Roxbury area.

Implements the South End/Lower Roxbury overall economic development plan.

Regularly communicates local and economic development plans and programs with appropriate staff at city and state levels in an effort to receive financial support and technical assistance and maintain open communication lines between the South End/Lower Roxbury community and the public agencies.

Communications and Community Relations: Attends various neighborhood group meetings pertaining to local economic development issues as a USES Development Corporation representative. Reports the meeting highlights to the Managing Director. Does follow-up action on behalf of the neighborhood members when jointly determined necessary by the Community Development Planner and Managing Director.

Relates with specific community groups and agencies when assigned by the Managing Director to interpret USES Development Corporation programs and/or actions involving community development with local constituents and to solicit their input in the community development planning and program development process within the existing needs and available resources parameters.

Organizational Relationship:

The Community Development Planner is directly responsible to the Managing Director. He/She shall function in a staff capacity.

QUALIFICATIONS:

A Baccalaureate Degree from an accredited college or university.

Masters Degree in Urban Planning or a related field preferably with an area of concentration in community development and/or its equivalent in work experience in the areas of planning, community economic development, neighborhood improvement or public management. Minimum of two years' experience in a responsible position utilizing a combination of planning, grants writing and management, and local development coordination skills.

Excellent written and oral communication skills are required. Familiarity with local, state, and federal agency functions, programs, and contacts pertaining to economic development. Good analytical and investigative skills. Ability to initiate program design and the incentive to carry out program ideas through the implementation phase. Willingness to incorporate an extensive citizen participation process into program development. Knowledge of the South End/Lower Roxbury community is helpful but not mandatory.

USES DEVELOPMENT CORPORATIONJob Description

TITLE: Social Planner

BASIC FUNCTIONS:

Responsible for overall coordination of social services and housing planning activities related to the project.

Works with USES Development Corporation program managers and Community Development Planner to achieve an in-house referral system to meet community residents' needs in a comprehensive manner.

Determines unmet needs and gaps in human services for South End/Lower Roxbury residents by geographic area and by target population.

Simultaneously develops an outreach program for sustaining and enlarging human services and housing programs for the South End/Lower Roxbury community.

Seeks funding to support the selected human services activities and programs in cooperation with USES staff.

Coordinates familiarity with and communication between existing human services, housing, and community development programs administered by USES and the USES Development Corporation.

Collaborates with other planners in city and federal agencies to remain updated regarding pertinent public programs and funding sources to USES human service programs.

GENERAL RESPONSIBILITIES AND AUTHORITY:

Assists the Managing Director in general human services/housing matters relating to the USES Development Corporation and the South End/Lower Roxbury community.

Keeps the Managing Director informed of coordination between human services and housing programs and their operating conditions through oral and written reports.

SPECIFIC FUNCTIONS:

Planning and Program Development for Human Services and Housing Concerns:

Develops and updates the agency's data on housing conditions and delivery of human services throughout the South End/Lower Roxbury community. Relates these findings to USES and the USES Development Corporation programs, goals, priorities, and implementation of housing/human services activities.

Assists in the preparation of and development of grant applications and proposals to public and private sources which foster agreed-upon organization and program goals.

Social Planner-Job Description (cont'd)

Regularly communicates community housing and human services coordination plans and programs with respective staff at city and state levels in an effort to receive financial support and technical assistance and maintain open communication lines between the USES Development Corporation, USES, and public agencies.

Communications and Community Relations: Attends various neighborhood group meetings pertaining to local housing and human services issues as a staff representative. Reports the meeting highlights to the Managing Director.

Relates with specific community groups and agencies when assigned by the Managing Director to interpret programs and/or actions involving input in the human services/housing planning and program development process within the existing needs and available resources parameters.

Organizational Relationships: The Social Planner is directly responsible to the Managing Director. He/She shall function in a staff capacity.

QUALIFICATIONS:

A Baccalaureate Degree from an accredited college or university. A Masters Degree in Urban Planning or a related field preferably with an area of concentration in social planning, housing and/or its equivalent in work experience in the areas of planning, housing improvement, or public management. Minimum of two years' experience in a responsible position utilizing a combination of planning, grants writing and management, and program delivery coordination skills. Excellent written and oral communication skills are required. Familiarity with local, state and federal agency functions, programs and contacts pertaining to housing and human services. Ability to initiate program design and the incentive to carry out program ideas through the implementation phase. Willingness to incorporate an extensive citizen participation process into program development. Knowledge of the South End/Lower Roxbury community is helpful but not mandatory.

(Mr.) Syvalia Hyman III
 48 Rutland Street
 Boston, Massachusetts 02118
 Telephone: (617) 266-5451

R E S U M E

Professional Experience: Full Time

Associate Director -Management, Planning &
 Development

1977 - Present

United South End Settlements

Responsible to the Executive Director for the management and direction of community development, human service and economic development functions as assigned. Manages and executes the overall USES research and planning activities. Provides consultation and training within USES, to its operating divisions and subsidiaries on organizational development, management and program matters.

Is responsible for overall communications function which includes public relations, community relations, advertising, audio-visual and other relevant aspects or communications.

Senior Management Planner

1974 - 1977

United Community Planning Corporation
 (Formerly United Community Services of Metropolitan Boston)

Responsible to the Executive Vice President for management planning and corporate organization development, including organization structure, policy planning and functional guidance as requested or as deemed necessary. Also responsible for providing the above as requested to other organizations and divisions within the United Community Planning Corporation/ United Way of Massachusetts Bay Family and other private and public agencies.

Senior Regional Manager

1970 - 1973

United Community Services of Metropolitan Boston

Responsible for the overall management of the Central Region VI Planning Division. Manage and coordinate staff activities to insure the immediate delivery of relevant planning, management and other technical assistance, in the design and delivery of human resource and community development programs in the cities of Boston, Brookline, Chelsea, Revere and Winthrop.

Professional Experience: Full Time (Continued)

Provide regional planning support to other units and departments within the United Community Services/Massachusetts Bay United Fund Family, and to other private and public agencies.

President and Chief Executive Officer 1970 - 1971

Motive Acquisition Technology Corporation

A multi-racial educational, training and management consulting firm. MATCORP and its predecessor firm MATINC, provided consultation and training to a wide range of government, business education, and community development organizations.

Executive Director 1967 - 1970

Roxbury-North Dorchester Area Planning Action Council, Inc.

Managed a staff of more than one hundred employees and an annual operating budget of \$700,000. Operated a system of neighborhood centers that provided a wide range of human resource (day care, social services, economic development, youth) and community development programs to a community of more than 65,000 residents. Responsible to a diverse elected board of thirty directors for the overall management of this community corporation.

Area Manager 1966 - 1967

Action for Boston Community Development Incorporated

Director-Community Organization 1965 - 1966

Roxbury Federation of Neighborhood Centers, Incorporated

Record Department Manager/Assistant Store Manager 1961 - 1965

Radio Shack Corporation

Consulting:

National Center for Alcohol Education 1974
Washington, D.C.: Consultation in grant application development and the incorporation of the Eastern Area Alcohol Education and Training Program, Inc.

Technical Assistance Project, Inc., Division of 1974
Onyx Corp., Atlanta, Georgia and Boston, Ma.: Consultation and technical assistance to

Consulting (continued)

State agencies on aging in Region I of the
U.S. Department of Health, Education and Welfare.

Education Development Center 1973
Open Education Follow-Through Project
Newton, Mass.: Consultation of availability
of private funding for follow-through projects.

General Learning Corporation 1971
Region I, VISTA
Training and Technical Assistance Center
Boston, Mass.: Training for VISTA trainees
assigned to legal services in Region I.

Boston College 1971
School of Education, Chestnut Hill, Mass:
Training and consultation for participants
in the Institute for Volunteer Tutor-Trainees.

Volt Informational Sciences 1969
Washington, D.C.: Achievement motivation
training and consultation to residents of Gates
County, North Carolina.

Sterling Institute 1969
Behavioral Science Center/McBer & Company
Washington, D.C. and Boston, Mass.:
Conducted management training seminars for
Chief Executive Officers of Community
Action Agencies.

National Training Laboratories 1968
Institute for Applied Behavioral Science
Washington, D.C.: Consultation on Coordination
of Community Action Programs and Model Cities Programs
in cities and towns in the Middle Atlantic Region.

Community Programs and Training Consultants, Inc. 1968
Washington, D.C.: Training and consultation on
Model Cities Programs for HEW, HUD and OEO personnel.

Social Dynamics, Incorporated 1968
Boston, Mass.: Consultation to Model Cities Programs
in the Middle Atlantic Region.

Education:

Goddard College, Graduate Division
Plainfield, Vermont
Degree Candidate: Master of Arts - Political
Economics and International Studies 1979

Education: (Continued)

Northeastern University, Graduate School of Arts and Sciences
 Boston, Massachusetts
 Special Student - Problems of Urban Renewal and
 Urban Government. 1968 and 1970.

Northeastern University, University College (evening division)
 Boston, Massachusetts
 Government, Management, and Social Studies. 1957 - 1966

University of Massachusetts
 Amherst, Massachusetts
 Institute for Governmental Studies.
 Seminars (ten) in Community Antenna Television including
 local, state and federal regulations, technology, local
 organization and public access, financing, present and
 future uses and planning.
 Certificate 1973.

Jamaica Plain High School
 Boston, Massachusetts
 Graduated 1957

Affiliations: PresentProfessional:

American Management Association (AMA)
 American Planning Association (APA)
 National Congress for Community Economic Development (NCCED)
 National Council for Urban Economic Development (NCUED)
 Society for International Development (SID)
 Union for Radical Political Economics (URPE)

Community & Public Service

Casa Myrna Vazquez, Inc.	1977-Present
Board of Directors	
Commonwealth of Massachusetts	
Mass. Commission Against Discrimination (MCAD)	
State Advisory Board Member	1978-Present
Boston Area Advisory Council Chairman	1977-Present
Metropolitan Area Planning Council (MAPC) Member	1978-Present
Dynamic Action Residence Enterprise, Inc. (DARE)	
Board of Directors	1976-Present
Mass. Community-Based Economic Development Assoc.	
Statewide Steering Committee	1978-Present
Southwest Corridor Land Development Coalition, Inc.	
Board of Directors	1978-Present
Northeastern University African Artists-In-Residency	
Program Visiting Committee	1978-Present
Elma Lewis School of Fine Arts	
Board of Directors	1979-Present

Affiliations: Present (Continued)Other:

National Rifle Association
 State Rifle and Pistol Association of Massachusetts

Affiliations: Former

Action for Boston Community Development, Inc. Board of Directors	1970 - 1974
Alliance for Shaping a Safer Boston, Inc. Board of Directors	1971 - 1973
Berea-Salem Elementary and Junior High School Building Fund Committee-Chairman	1972 - 1973
Boston Area Planning Action Council, Inc. (BAPAC) Board of Directors	1969 - 1970
Boston Black United Front Steering Committee	1968 - 1969
Boston Center for Adult Education Board of Directors	1968 - 1976
Boston Legal Assistance Project (BLAP) Board of Directors	1971 - 1972
Boy Scout Troop 15, Roxbury-North Dorchester Troop Committee-Chairman	1969 - 1973
Circle, Inc. Board of Directors-Vice Chairman	1969 - 1970
City of Boston Mayor's Advisory Committee on Elderly	1973 - 1975
Mayor's Safe Streets Act-Advisory Committee	1971 - 1972
Crispus Attucks Children's Center, Inc. Board of Directors	1971 - 1972
Hispanic Office of Planning and Evaluation, Inc. Board of Directors	1971 - 1972
Little Douglas, Garvey and Turner, Inc. Board of Directors	1970 - 1972
Massachusetts Achievement Trainers, Inc. Associate	1968 - 1972
Massachusetts Council for Public Justice, Inc. Board of Directors-Treasurer	1972 - 1976
National Association for Community Development (NCAD)	1968 - 1971
Roxbury-North Dorchester Area Planning Action Council, Inc.	1970 - 1974
Board of Directors-President	1975 - 1976
Task Force on Youth	1971 - 1977
Women's Inner-City Educational Resource Service, Inc.	1974 - 1977

Syvalia Hyman, III

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Military:

Obligations completed

Massachusetts Army National Guard 1955-1959

United States Army Reserve 1959-1963

Honorable Discharge

Personal Data, Reference and Additional Information

Available and shall be furnished upon request

January, 1979

Syvalia Hyman, III

Articles and Publications

1. Outline and Guide For Preparing Proposals, Budgets and Cost Estimates For Not-For-Profit Organizations. 1977
2. Cooperative Economic Development Youth Program Work Plan and Cost Estimate. 1977
3. USES Management Information System Guide. 1977
4. The Penetration of United States Intelligence Services in Tropical Africa. 1976
5. Study Report and Management Review; Roxbury Federation of Neighborhood Centers. 1976
6. A Study Of The Need For Or The Feasibility Of A Merger Or Consolidation Of Two Neighborhood Corporations (In The Jamaica Plain Section of Boston. 1975
7. Profits for Not-For-Profit Organizations with Robert E. Cowden, III, Esq. UPDATE, December, 1975
8. The Creation of Subsidiary Real Estate Corporations to Own and/or Rent Real and/or Personal Properties Utilized by Corporation Exempt Under Section 501 (c)(3) of the Internal Revenue Code. UPDATE, December, 1974
9. Linguistic Minorities: A Study of their needs, the availability of services and resources and specific recommendations with Elizabeth A. Gaumer. 1972
10. The Model Cities Approach To Problems Of Urban Development: with a comparison of the Oakland and Boston programs. 1968

May, 1978

JOANNE YAWITZ

Home Address: 17 Parkman Street, Apt. 3
Brookline, MA 02146

Telephone: 617/738-7739
(home)
617/266-5451
(work)

Education

9/75-6/77 Harvard Graduate School of Design (HGSD), Cambridge, Ma.
Masters Degree in City and Regional Planning, June, 1977

Areas of Specialization: Housing and Community Development,
Environmental Design

Courses included: Housing Development, Housing Markets and
Public Policy, Social Criteria for Housing Design, Housing:
A Synoptic View, Community Development Finance Seminar, Eval-
uation of Public Programs, Environmental Psychology

Workshop: Land Use in Danvers Square
Project to analyze existing commercial and residential develop-
ment, propose future role, growth, scale, zoning, and study how
to maximize benefits from Community Development Block Grant
funds. Client was Town of Danvers, primarily Danvers Planning
Board.

9/69-6/73 University of Rochester, Rochester, N.Y.
B.A. with Distinction in Sociology with Political Science and
French as allied fields
Dean's List every semester
Student representative to Faculty Steering Committee of Sociology
Department

Junior Year Abroad Program, Paris, France
Sponsored by University of Rochester
Courses in Sociology, Literature, Language, and Culture at
University of Paris (Nanterre), Reid Hall, and Étoile (all
courses conducted in French).
Traveled throughout Europe, Great Britain, and Scandinavia

Experience

1/78-Present Program Manager for the Housing Improvement Planning Project,
United South End Settlements (USES). This project is funded
by the Department of Health, Education, and Welfare as a demon-
stration program to link housing/community development repairs
and improvements with human services in an effort to more ef-
fectively and comprehensively address community needs.

The culmination of this planning grant phase will be a demon-
stration plan documenting the process for integrating the housing
and social service components. Second, several grant applications
will be completed to secure funding for program implementation.

8/77-12/77 Grants Officer for the Massachusetts Department of Community
Affairs (DCA). Responsibilities included information collection

and dissemination of housing and community development related grants, and supervision over grant applications. These tasks involved state, federal, and private funding agencies.

Prior to the Grants Officer position, employed part-time for DCA in the Division of Social and Economic Opportunity from March, 1977 through July, 1977. During that time, a condensed business planning guidebook was prepared for prospective small business entrepreneurs. This document represents a compilation of the highlights of current literature on the subject. It is distributed as an introductory overview handbook to persons considering a small business start-up.

2/76-2/77 Planning Intern for Boston Redevelopment Authority (BRA) in Boston, Ma. Sponsored by Community Assistance Program at HGSD through Work/Study. Employed part-time through Spring and Fall semesters, full-time throughout Summer.

Responsibilities: Worked with BRA, Dorchester, (Ma.) District Planner and Spanish Alliance (Dorchester, Ma.) in writing, conducting, and analyzing neighborhood questionnaire for North Dorchester/Roxbury residents. Survey focused on demographic characteristics, housing conditions, neighborhood evaluation, and community development potential. Study consisted of 197 completed interviews (5% of residential population).

Results: Principal author of final neighborhood study report (untitled to date) as BRA publication for Dorchester, Ma., (final draft forthcoming). Report to be used for physical improvement program funding application (e.g., Housing Improvement Program, Housing Assistance Program, Victory Gardens) and general community development projects.

4/74-7/75 Planning Assistant for Natick Redevelopment Authority in Natick, Ma. One of two full-time staff members who prepared preliminary study of project area, official plans, and coordinated market feasibility analysis of downtown urban renewal/revitalization project under Community Development Block Grant Program.

Responsibilities: Major task involved completion of residential and commercial relocation study of downtown area in compliance with Massachusetts Department of Community Affairs regulations. Assisted in coordination of all aspects (e.g., public relations, Redevelopment Authority Board meetings, project proposal design, site surveying, administrative and clerical duties) for compiling final proposal of Town of Natick in preparation for Town Meeting approval.

Results: Publication titled "Final Project Report-Application for Project Execution of Natick Center-Summer Street" (co-author) Project approved by Natick Town Meeting in June, 1975.

9/73-4/74 Research Intern for Brookline Planning Department in Brookline, Ma.

Responsibilities: Assisted in interpreting demographic data for Town's Comprehensive Plan under headings of Neighborhood Analysis, Zoning Census Data Compilation and Implications, and General Population Projections. Study sponsored by Federal "701" grant program.

Result: Report titled: "Town of Brookline Planning Area Analysis-1970 US Census Tracts" (co-author)

1970-1973 Various term-time and summer employment as Research Assistant to Sociology Professor, University of Rochester. Secretary/Office Clerk, Advertising Layout Artist for college newspaper. Legal Secretary and overnight Camp Counselor.

Professional Affiliations:

American Institute of Planners (AIP), Massachusetts Chapter
American Society of Planning Officials (ASPO)

Personal Data:

Born in St. Louis, Missouri, on April 21, 1951

Attended Clayton Public Schools (suburb of St. Louis) prior to college

Interests include travel, tennis, water sports, biking, women's literature and crafts

References: Will be furnished upon request.

Nancy J. Burns
28 Wenham Street #3
Jamaica Plain, MA 02130
617/522-9771

Education: B.A. magna cum laude in Economics, May 1978
University of Massachusetts/Boston

Areas of concentration: urban economics,
public policy.

Courses included: Labor Economics, Statistical
Methods, Urban Economics, Legislative Issues,
Environmental Psychology, Public Policy,
Political Economy of Massachusetts.

Work Experience:

2/79-present United South End Settlements
48 Rutland Street, Boston, MA 02118

Position: Economic Development Planner

Provided organization, planning and management assistance to businesses in the South End/Lower Roxbury as part of the SWC Business Development Project. Surveyed local businesses and worked with the City of Boston Neighborhood Business District Specialist to develop strategies to revitalize the three major commercial corridors in the South End Project Area. Evaluated development opportunities for active parcels in the Mass. Avenue and Back Bay Station Areas to encourage development consistent with neighborhood concerns.

4/77-7/78 United South End Settlements
48 Rutland Street, Boston, MA 02118

Position: Neighborhood Development Assistant

Conducted research on the South End neighborhood of Boston in connection with a Housing Improvement Planning Project. Grant preparation for a small business revolving loan and equity fund, urban renewal close-out activities, and conversion of a City-owned property into congregate housing for the elderly.

Nancy J. Burns

Resume, page 2

9/77-5/78

University of Massachusetts
Harbor Campus, Dorchester, MA 02125

Position: Economics Department Tutor

Conducted review sessions and tutored for three Economic Literacy courses. Worked with instructor and the Academic Skills Department to develop individual programs for students with basic study skill and writing problems.

Memberships and Activities:

American Planning Association
Copley Square Development Review Committee
Mass. Avenue Station Area Task Force
Planners Network

References: Available upon request.

Michael & Susan Southworth/City Design & Architecture

professional experience

INFORMATION SYSTEMS CONSULTANT, ADVANCED MAPPING TECHNIQUES, PERCEPTRONICS, INC., LOS ANGELES, 1977.

ARCHITECTURE AND URBAN DESIGN CONSULTANT, WILLIAMSTOWN, MA., WITH UNIVERSAL ENGINEERING CORPORATION, 1977.

ARCHITECT, TOWNHOUSE RENOVATION, BACK BAY, BOSTON 1977.

DESIGNER AND PLANNER, MASSACHUSETTS BAY TRANSPORTATION AUTHORITY BUS TRANSIT INFORMATION SYSTEM, 1976.

PLANNING CONSULTANT, LINCOLN STREET IMPROVEMENTS PROGRAM, MARLBOROUGH, MASSACHUSETTS, 1975.

DESIGN CONSULTANT, BICENTENNIAL INFORMATION CENTERS, MASSACHUSETTS PORT AUTHORITY, LOGAN INTERNATIONAL AIRPORT TERMINAL, 1974-75.

DESIGNER AND PLANNER, OLMSTED PARK SYSTEM PLAN FOR BICYCLE AND PEDESTRIAN PATHS, BOSTON, 1974-75.

ARCHITECT, TOWNHOUSE RENOVATION, BACK BAY, BOSTON, 1974.

PRESERVATION CONSULTANT, DEPARTMENT OF COMMUNITY DEVELOPMENT, BALTIMORE, MARYLAND, 1974.

FIELD CONSULTANT, NATIONAL TRUST FOR HISTORIC PRESERVATION, 1974 TO PRESENT.

DESIGNER AND PLANNER, BOSTON 200 DISCOVERY NETWORK PLAN FOR GUIDE PATHS, VISITOR SERVICES, INFORMATION CENTERS, SITE MARKERS, AND PUBLIC IMPROVEMENTS, BOSTON, 1973-74.

PRINCIPAL INVESTIGATOR, "LOST IN ART--A STUDY OF ORIENTATION IN THE BOSTON MUSEUM OF FINE ARTS", 1974.

PLANNER, ECONOMIC AND ENVIRONMENTAL IMPACT STUDY OF BOOTT MILL CULTURAL CENTER COMMUNITY, LOWELL, MASSACHUSETTS, 1973.

FIELD CONSULTANT ON DEVELOPMENT OF EDUCATIVE CITY ENVIRONMENTS FOR THE EDUCATIONAL FACILITIES LABORATORIES OF FORD FOUNDATION, 1973.

DESIGNER AND PLANNER, LOWELL DISCOVERY NETWORK: AN URBAN NATIONAL PARK, LOWELL, MASSACHUSETTS, 1968 TO PRESENT.

DESIGNER AND PLANNER, BOOTT MILL EXPERIMENTAL RESIDENTIAL COMMUNITY AND CULTURAL CENTER, LOWELL, MASSACHUSETTS, 1972-73.

PRINCIPAL INVESTIGATOR; ENVIRONMENTAL STANDARDS FOR STREET QUALITY, JOINT CENTER FOR URBAN STUDIES OF M.I.T. AND HARVARD, 1972-73.

DESIGNER AND PLANNER; PARK MALL RESIDENTIAL AND COMMERCIAL RENEWAL, DETROIT, MICHIGAN, 1972.

RESEARCH DIRECTOR, URBAN LARGE SCALE DESIGN METHODS, M.I.T., 1971.

RESEARCH ASSOCIATE; DEPARTMENT OF URBAN STUDIES AND PLANNING, M.I.T. AND JOINT CENTER OF HARVARD AND M.I.T., 1970-73.

CO-DIRECTOR, OPEN CITY PROJECT; CAMBRIDGE, MASSACHUSETTS 1971-72.

CONSULTANT TO LOWELL MODEL CITIES EDUCATION COMPONENT, 1969 TO PRESENT.

CONSULTANT TO DETROIT CENTRAL BUSINESS DISTRICT STUDY, 1970.

CONSULTANT TO DETROIT CITY PLAN DESIGN DIVISION, 1969.

CONSULTANT TO URBAN CONSERVATION PROJECT, WGBH EDUCATIONAL TV, BOSTON, 1969-70.

DIRECTOR, EDUCATIVE ENVIRONMENT PROJECT; BOSTON, 1969-70.

DESIGNER, PARK SQUARE INFORMATION CENTER, BOSTON (FOR SIGNS/LIGHTS/BOSTON, A STUDY OF CITY COMMUNICATIONS SPONSORED BY H.U.D. THROUGH THE BOSTON REDEVELOPMENT AUTHORITY), 1967-68.

RESEARCH DIRECTOR, SIGNS/LIGHTS/BOSTON, 1967-68.

PRINCIPAL INVESTIGATOR, SONIC ENVIRONMENT PROJECT, M.I.T., 1966-67.

DESIGNER, JOINT CENTER FOR URBAN STUDIES GENERAL MOTORS TRANSPORTATION PROJECT, SUMMER AND FALL 1967.

PLANNER, DETROIT CITY PLAN COMMISSION, 1964-65 AND SUMMER 1966.

honors & awards

PROGRESSIVE ARCHITECTURE AWARD FOR ARCHITECTURAL DESIGN OF
BOOTH MILL CULTURAL CENTER COMMUNITY, 1974.

PROGRESSIVE ARCHITECTURE URBAN DESIGN AWARD FOR "LOWELL DISCOVERY
NETWORK URBAN NATIONAL PARK", 1973.

CITY DESIGN AWARD, ASSOCIAZIONE PER IL DISEGNO INDUSTRIALE,
MILAN, 1972.

MERIT AWARD, FITCHBURG HOUSING FOR THE ELDERLY COMPETITION,
MASSACHUSETTS STATE DEPARTMENT OF COMMUNITY AFFAIRS, 1975.

U.S. DEPARTMENT OF HOUSING AND URBAN DEVELOPMENT DESIGN AWARD
FOR PARK SQUARE INFORMATION CENTER; SIGNS/LIGHTS/BOSTON PROJECT,
1970.

U.S. DEPARTMENT OF HOUSING AND URBAN DEVELOPMENT DESIGN AWARD
FOR DETROIT DESIGN STUDY, 1970.

NATIONAL SCIENCE FOUNDATION GRANT FOR RESEARCH ON CHILDREN'S
CONCEPTION AND USE OF THE CITY, 1969-70.

NATIONAL ENDOWMENT FOR THE ARTS GRANT IN ENVIRONMENTAL DESIGN,
1969-70.

NATIONAL DEFENSE EDUCATION ACT TITLE IV FELLOWSHIP; M.I.T.
1967-70.

MELLON FELLOWSHIP; M.I.T. 1965-67.

BACHELOR OF ARCHITECTURE WITH HIGH DISTINCTION, 1965.

"BEST THESIS OF 1964-65" AWARD, 1965.

AMERICAN INSTITUTE OF ARCHITECTS CITATION FOR EXCELLENCE IN
COMMUNITY ARCHITECTURE, 1965.

AMERICAN INSTITUTE OF ARCHITECTS STUDENT MEDAL, 1964.

AMERICAN INSTITUTE OF ARCHITECTS WAID SCHOLARSHIP, 1964.

AMERICAN INSTITUTE OF ARCHITECTS HENRY ADAMS AWARD, 1964.

GARGOYLE PRIZE IN ARCHITECTURE, 1963.

PHI BETA KAPPA, 1962.

BACHELOR OF ARTS, MAGNA CUM LAUDE, 1962.

Michael & Susan Southworth/City Design & Architecture

RESUME/MICHAEL SOUTHWORTH

EDUCATION

DOCTOR OF PHILOSOPHY IN URBAN DESIGN AND PLANNING,
M.I.T. 1970.

MASTER OF CITY PLANNING IN URBAN DESIGN, M.I.T. 1967.

BACHELOR OF ARCHITECTURE, WITH HIGH DISTINCTION,
UNIVERSITY OF MINNESOTA 1964.

BACHELOR OF ARTS IN ARCHITECTURE, MAGNA CUM LAUDE,
PHI BETA KAPPA, UNIVERSITY OF MINNESOTA 1962.

Suite 624/419 Boylston/Boston 02116/267-5567

conferences, lectures, exhibits

NEIGHBORHOOD CONSERVATION CONFERENCE, SPEAKER, NATIONAL ENDOWMENT FOR THE ARTS, NEW YORK CITY, 1976.

AMERICAN INSTITUTE OF ARCHITECTS CONVENTION SEMINAR SPEAKER, PHILADELPHIA 1976, "COMMUNICATING THE CITY".

EXHIBITION: OHIO STATE UNIVERSITY SCHOOL OF ARCHITECTURE, "NEIGHBORHOOD DISCOVERY TRAILS", 1976.

HARVARD UNIVERSITY GRADUATE SCHOOL OF DESIGN, "RECYCLING BUILDINGS AND NEIGHBORHOODS", HISTORIC PRESERVATION SERIES, 1974.

AMERICAN INSTITUTE OF PLANNERS CONFERENCE WORKSHOP SPEAKER, ATLANTA, 1973, "TECHNIQUES OF ENVIRONMENTAL ANALYSIS AT THE REGIONAL SCALE: A REVIEW OF TEN YEARS OF WORK IN THE U.S.".

STUTTGART INTERNATIONAL DESIGN CONFERENCE, GUEST SPEAKER, STUTTGART, GERMANY, "CITY DESIGN AND CITY LEARNING", 1972.

UNIVERSITY OF NORTH CAROLINA, CHARLOTTE, WORKSHOP LEADER AND EXHIBIT OF WORK, "COMMUNITY OPEN SPACE NETWORKS", 1972.

ASPEN INTERNATIONAL DESIGN CONFERENCE, ASPEN, WORKSHOP LEADER AND SPEAKER; EXHIBITION OF WORK, "URBAN OPEN SPACE AND LEARNING, 1972.

MASSACHUSETTS INSTITUTE OF TECHNOLOGY DEPARTMENT OF URBAN STUDIES AND PLANNING, LECTURE, 1971, "ENVIRONMENTAL QUALITY ANALYSIS AT THE CITY SCALE".

MASSACHUSETTS INSTITUTE OF TECHNOLOGY DEPARTMENT OF URBAN STUDIES AND PLANNING, LECTURE, 1970, "CHILDREN'S CONCEPTION AND USE OF THE CITY".

MASSACHUSETTS INSTITUTE OF TECHNOLOGY DEPARTMENT OF URBAN STUDIES AND PLANNING, LECTURE, 1970, "TECHNIQUES FOR EVALUATING CITIZEN ENVIRONMENTAL NEEDS".

EXHIBITION: LIGHT PAINTING IN "LIGHT AS A CREATIVE MEDIUM", CARPENTER CENTER EXHIBITION ORGANIZED BY GYORGY KEPES, HARVARD 1966.

publications

BOOKS AND MONOGRAPHS

DESIGN FOR CITY LEARNING, to be published 1977.

MEASURING ENVIRONMENTAL QUALITY, in process.

ARCHITECTURAL IRONWORK, to be published by Godine Press, Fall 1977.

DESIGNING AND MANAGING THE STRIP (with Kevin Lynch),
Joint Center for Urban Studies of Harvard and M.I.T., 1974.

LOST IN ART: BOSTON MUSEUM OF FINE ARTS VISITOR CENTER
EVALUATION, 1974. (with Susan Southworth)

ALTERNATIVE LEARNING ENVIRONMENTS (Gary Coates, Ed.), pp. 274-281,
"The Educative City", 1974. (with Susan Southworth)

MENSCH UND STADTGESTALT, pp. 137-148, "City Design for
City Learning", 1974. (with Susan Southworth)

COMMUNITY/SCHOOL: SHARING THE SPACE AND THE ACTION,
Educational Facilities Laboratories, 1973, pp. 91-92.

PLACES AND THINGS FOR EXPERIMENTAL SCHOOLS, Educational
Facilities Laboratories, 1972, pp. 90-91.

AN URBAN SERVICE FOR CHILDREN BASED ON ANALYSIS OF CAMBRIDGEPORT
BOYS' CONCEPTION AND USE OF THE CITY, M.I.T. Dissertation, 1970.

CITY INFORMATION SYSTEMS FOR CHILDREN, 1968.

MAGAZINES AND JOURNALS

"Die Entdeckungspfade von Lowell", BAUMEISTER, July 1975, pp.
642-644.

"Parco Urbano", DOMUS, July 1974.

"Boott Mill Award", SOCIETY FOR INDUSTRIAL ARCHEOLOGY NEWSLETTER,
Volume 3: No. 2, March 1974.

"Architecture Design Award", PROGRESSIVE ARCHITECTURE,
January 1974, pp. 56-57.

"Environmental Quality in Cities and Regions", TOWN PLANNING REVIEW, Vol. 44: No. 3, July 1973, pp. 231-253.

"Lowell Program Objectives", CASABELLA, p. 28.

"International Design Conference in Aspen: The Invisible City", DESIGN QUARTERLY, 86/87, Walker Art Center, p. 17.

"Lowell Discovery Network Award", PROGRESSIVE ARCHITECTURE, January 1973, p. 104.

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BOOK REVIEW: RETRACKING AMERICA/A THEORY OF TRANSACTIVE PLANNING, in PROGRESSIVE ARCHITECTURE, November 1973, pp. 176, 182.

"Urban National Parks", DESIGN AND ENVIRONMENT, Vol. 3:No. 4, Winter 1972, pp. 36, 37.

"Needed: A National Urban Service", (with Lloyd Rodwin), TOWN PLANNING REVIEW, Vol. 42: No. 3, July 1971, pp. 269-276.

"The Sonic Environment of Cities", ENVIRONMENT AND BEHAVIOR, Vol. 1: No. 1, June 1969, pp. 49-70 and EKISTICS, Vol. 30: No. 178, September 1970, pp. 230-239.

NEWSPAPER ARTICLES

BASLER NACHRICHTEN, "Analysen und Aspekte der Kultur", Fuzesi, Nr. 11, Samstag, 13 Januar 1973, Seite 35, 36.

BOSTON SUNDAY GLOBE, "Another View of the Strip", Robert Campbell, May 11, 1975, p. E19.

BOSTON EVENING GLOBE, "Boston Area Architects Cited", Jan. 27, 1974.

BOSTON SUNDAY GLOBE, "A Trail to an Old Way of Life", Peter Anderson, April 21, 1974.

CHRISTIAN SCIENCE MONITOR, "Old Lowell Mills: An Industrial Williamsburg?", Ward Morehouse, Feb. 21, 1974, p. 313.

CHARLOTTE OBSERVER, "City as Educator", Harold Warren, Jan. 22, 1973, p. 7B.

FALL RIVER HERALD-NEWS, Jan. 24, 1974.

SENTINEL ENTERPRISE, Fitchburg, Ma., Jan. 24, 1974.

DETROIT NEWS, "Park Avenue Planners Seek to Return Dignity to Old Street", April 12, 1972.

FRANKFURTER ALLEGEMEINE ZEITUNG, "Der Stadtplaner als Regisseur", Helene Rahms, Samstag 25, Nov. 1972, No. 274.

LAWRENCE, MA. EAGLE TRIBUNE, Jan. 24, 1974.

LOWELL SUN, "Urban Park Project Wins Prize for Design", Jan. 21, 1974.

LOWELL SUN, "Culture on the Upswing in Lowell", David Connors, Jan. 23, 1974.

LOS ANGELES TIMES, "Design Awards '74--A Blueprint for Change", John Pastier, Jan. 21, 1974.

NEW YORK TIMES, "Design Prize Reflects Resource Crisis", Paul Goldberger, Jan. 23, 1974.

ST. LOUIS POST DISPATCH, "Energy, Adaptation and Planning Research in Design Competition", George McCue, Jan. 20, 1974.

WASHINGTON POST, "A Cultural Community Center in the Lowell Tradition", Wolf Von Eckardt, Jan. 26, 1974, pp. B1, B2.

WORCESTER MASS. TELEGRAM, "Mill Renewal Plan Wins Design Honor", Jan. 28, 1974.

SUSAN E. PHILIPSON BLOOM

Susan E. Philipson Bloom, a Principal of The Community Resources Group, has special expertise in housing and community development, with an emphasis in research design and program evaluation. Ms. Bloom has previously worked for Contract Research Corporation, The Somerville Housing Authority, the City of Cambridge, and the City of Chicopee.

COMMUNITY RESOURCES GROUP

- For the City of Newton, Community Development Program.
Responsible for designing a Village Business Improvement Program which will assist merchants to revitalize their storefronts and signs. Project involves close cooperation with an Advisory Committee composed of residents and merchants from the six target neighborhoods. As Project Director, work involves preparing program guidelines, operating procedures, public information, and providing assistance during implementation.
- For the Springfield Housing Authority
Co-director of a project to develop plans for a Pilot Project designed to achieve substantial improvements in the physical stock and management systems in one particularly troubled housing community. This project, funded by the Massachusetts Department of Community Affairs, involves close cooperation among residents, housing authority staff, and consultants.
- For the City of Newton, Community Development Program.
Directing effort to develop and implement a city-wide housing information and referral system and an equal opportunity monitoring system for the City of Newton, Massachusetts. Project involves assessing user needs, developing information on discriminatory housing practices, housing code enforcement, architectural barriers, and all available housing assistance programs.
- For the City of Rochester, Department of Community Development.
Senior Analyst on project to evaluate the Home Improvement Loan and Grant Program in Rochester, New York. Study examined program impact, cost efficiency, time efficiency, and community awareness and attitudes. Based on interviews with program administrators, families that have received assistance, contractors, banks, neighborhood organizations, citizens, and social service agencies, recommendations were made for program modifications. Shared responsibility for evaluation plan, instrument design, data processing, and analysis.
- For the U.S. Department of Labor, Employment and Training Administration. Project Director of 15-month contract to provide technical assistance to State employment security agencies that wish to use the Location Handbook for Employment Service Local Offices. Project will expand the Handbook to be suitable for locating Unemployment Insurance offices as well as other social service delivery facilities.
- For the U.S. Army Corps of Engineers
Senior Analyst on study of non-structural approaches to effective floodplain management. Will prepare land use plans and accompanying implementation plans that consider floodplain zoning, purchase of development rights, floodproofing, flood insurance, direct acquisition and relocation, etc.

Susan E. Philipson Bloom
Page Two

- For the Downeast Housing Improvements, Inc., Brunswick, Maine
Participated in a study funded through the Rural Housing Alliance which analyzed the housing and housing-related problems of seasonal farm workers in a six-county target area in Maine.

PRIOR PROFESSIONAL EXPERIENCE

Contract Research Corporation

- For the U.S. Department of Housing and Urban Development
Deputy Project Director of a large-scale research and evaluation effort to assess the Section 8 Housing Assistance Payments Program in Federal Regions IV and V. Responsible for the overall project conceptualization and research design, and involved in instrument design, data collection planning, and training of interviewers. Coordinated data analysis for each of the eight reports in the study, including supervision of analysts and report writers. Study Director and principal author of report on Tenant and Landlord Participation Patterns in Section 8.
- For the Commonwealth of Massachusetts
Project Director in a study of Exhaustee Labor Market Behavior in Massachusetts, which refined the State's unemployment rate estimate by obtaining more accurate information on unemployed individuals. Designed questionnaires and data analysis plan, supervised large mail-out survey.
- For the U.S. Department of Labor, Manpower Administration, Office of Policy, Evaluation and Research.
In a project to produce a handbook for use by state employment security agencies in locating and relocating local offices, assisted in development of methodology for handbook design with attention to differences in local need. Conducted field data collection and analysis; prepared final report; monitored field test of the handbook in two states; co-authored handbook.
- For the Massachusetts Division of Employment Security
In a project to assist the state in disseminating labor market information by developing a user-oriented system for this Massachusetts agency, as Deputy Project Director designed survey plan and instruments used to assess needs of manpower planners, vocational education professionals, researchers, business, state and local government representatives, and other users. Supervised team in study design, data collection and analysis.
- For the U.S. Department of Labor, Labor-Management Services Administration.
In a study to analyze information needs of, and information sources and services currently available to, key participants in public sector labor relations, served as Deputy Project Director responsible for research design, coordination of consultant and advisory panel input, construction of interview guide, and sample selection. Trained interviewers and supervised field team. Analyzed data and was jointly responsible for final client report.

Susan E. Philipson Bloom
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- For the U.S. Office of Education, Bureau of Adult, Vocational and Technical Education.

In an effort aimed toward training project directors involved in curriculum development in all phases (design, implementation, analysis) of product pilot and field testing, helped prepare training guidelines and plan national conference of project directors. Emphasis on career and vocational education. Led a workshop at the National Conference.

- For the U.S. Department of Housing and Urban Development, Office of Policy Development and Research.

In an evaluation study to determine the progress, impact and transferability of the Public Housing Management Improvement Program, helped design the project, collected data from two of the thirteen participating local housing authorities (New Haven and Hartford), contributed to data analysis in final report and recommendations made to the Assistant Secretary for Housing Management and Assistant Secretary for Policy Development and Research.

Somerville Housing Authority, Somerville, Massachusetts. As Special Assistant to the Executive Director, evaluated many aspects of Authority operations. Designed and supervised implementation of new programs in: Tenant Selection; Leased Housing; Pre-occupancy Programs for the Elderly; Code Enforcement; Lease and Grievance Procedures; Rent Arrearage Reduction; Income Reexamination; and Social Services.

Harvard University. As a Teaching Assistant in the Department of City and Regional Planning, taught a course entitled: "Sociological Aspects of Planning."

City of Chicopee, Massachusetts, Office of the Mayor. As a consultant, directed a project with staff of three to collect, analyze and present all existing information regarding health care, housing, transportation and social conditions of the senior citizens in Chicopee; directed household survey of elderly living in public housing in Chicopee; contacted all related local, state and federal agencies; recommended and implemented programs and projects for the elderly.

As a Planning Consultant, prepared the HUD Neighborhood Facilities Grant application to be submitted by the city. Responsible for substantiating the city's needs, defining target populations, coordinating input from local service agencies, drafting the application, and generating community support.

As an Intern, worked with the Planning Consultant and the Mayor's staff on the joint land use study, a city-initiated project to convince local and federal authorizing agencies to construct an elevated highway, rather than the traditional earth-filled embankment, for the federal highway segment through a low density neighborhood. Documented potential impacts, interviewed local residents, and collected data.

As an Intern, also participated in a land use mapping project and charter reform effort.

City of Cambridge, Massachusetts, Departments of Planning and Development and Community Medicine. As a Research Assistant, participated in a federally-funded study of public health and medical services in Cambridge, including interview effort involving 850 households.

Susan E. Philipson Bloom
Page Four

As an Intern, provided staff assistance to a Chamber-of-Commerce sponsored committee involved in planning reduced-cost transportation for the elderly. Defined goals for new transportation services; wrote and lobbied for required legislation; secured necessary funding; solicited elderly involvement in development plans; and publicized the service in the community.

EDUCATION

M.C.P., City Planning with concentration in Housing and Social Service Planning, Harvard University

Graduate work in Planning, University of Massachusetts

B.A., Urban Studies, magna cum laude, Mount Holyoke College

Junior Year Abroad, University of Exeter, England

PUBLICATIONS

Recipient and Landlord Participation in the Section 8 Housing Assistance Payments Program. June, 1977

Seasonal Farm Worker Housing in Maine: A Six County Report (Downeast Housing Improvements, Inc.) 1977

Rochester Home Improvement Loan and Grant Program: Analysis and Recommendations
Co-author with Martha Mason and Sheryl Rosenzweig. February, 1978

Location Handbook for Employment Service Local Offices. Co-author with Frederick Levy. December, 1975

Labor Market Information: A Study of User Needs. Co-author with Frederick Levy and Charlotte Meisner. December, 1975.

Determination of Information Needs and Services in Public Sector Labor Relations.
Co-author with Ralph Jones, August, 1975.

PROFESSIONAL MEMBERSHIPS

American Institute of Planners

Evaluation Society of America, charter member

HONORS

H.U.D. Urban Fellowship for graduate study at Harvard University

Sarah Williston Scholar, Mount Holyoke College

VII. Program Evaluation

A combination of objective and subjective evaluation techniques will provide the optimal approach to program evaluation, resulting in informative findings for program redesign and improvements. Criteria for reviewing the Residential Improvement Program components are listed below:

A. Lend-A-Hand

- Total number of South End/Lower Roxbury residents contacted by the Lend-A-Hand Program.
- Total number of South End/Lower Roxbury residents contacted by the individual components of the Lend-A-Hand and related programs.
- Number of residences physically improved; structures and units.
- Number of neighborhood improvement projects completed (i.e., alleyways, playgrounds, gardens, open space, etc.).
- Number of youths employed and trained to perform various housing repairs and renovations.
- Number of adults employed and trained to conduct various housing repairs/rehabilitation (through the sweat equity program).
- Percentage of youth contacted by the Lend-A-Hand employment and economic development counselor who respond to initial outreach efforts.
- Percentage of respondents placed in jobs.
- Percentage of youth initially contacted who remain with the Lend-A-Hand employment and economic development program for one year; for the duration of the program.
- Number of youths contacted by the Lend-A-Hand counseling service program.
- Number of parents reached by Lend-A-Hand counseling service program.
- Determination of resident satisfaction/dissatisfaction with neighborhood improvement projects and housing repair projects.

VII. C. Residential Improvement Revolving Loan Fund

- Number of loans made by the Residential Improvement Revolving Loan Fund to persons unable to obtain conventional financing for housing improvements.
- Number of loans made by the Residential Improvement Revolving Loan Fund to persons unable to finance the total cost of housing improvement projects through conventional funding sources.
- Length of time involved in applying for a Residential Improvement Revolving Fund loan.

D. General

- Number of persons involved in more than one USES program whose initial contact with the organization was through the Residential Improvement Program.

USES proposes to hire an independent consulting firm with program evaluation experience and familiarity with the South End/Lower Roxbury and community-based organizations to study the strengths and weaknesses of the Residential Improvement Program implementation phase. The previously mentioned list of detailed criteria for evaluating the fulfillment of short and long-range goals will be provided. The data sources that can be quantified are identified in the criteria list for the Evaluation Plan. The more qualitative review components will be measured by (utilizing some criteria also listed in the Evaluation Plan) interviews with program participants and selected neighborhood residents at the end of the program cycle.

VII. A. (cont'd)

- Determination of adult satisfaction/dissatisfaction with job training program.
- Determination of youth satisfaction/dissatisfaction with job training program.
- Determination of adult satisfaction/dissatisfaction with quality of housing improvement jobs upon completion.
- Determination of youth satisfaction/dissatisfaction with quality of housing improvement jobs and work assignments.
- Determination of adult satisfaction/dissatisfaction with the Lend-A-Hand counseling program.
- Determination of youth satisfaction/dissatisfaction with the Lend-A-Hand Counseling program.
- Determination of participants' satisfaction/dissatisfaction with the Lend-A-Hand employment and economic development program.
- Determination of community residents' satisfaction/dissatisfaction with Lend-A-Hand employment and economic development program.

B. Congregate Housing

- Usefulness of design innovations research in congregate housing for low-income elderly and handicapped residents.
- Residents' satisfaction/dissatisfaction with the congregate housing design and cooperative living concept.
- Frequency of contact with and participation in USES Older Adult Program by congregate housing residents.
- Neighborhood satisfaction/dissatisfaction with rehabilitation of 569-571 Columbus Avenue into congregate housing.
- Percentage of congregate housing residents from the South End/Lower Roxbury area.

USES DEVELOPMENT CORPORATION
RESIDENTIAL IMPROVEMENT PROGRAM

ESTIMATED COSTS

<u>Personnel</u>	<u>Months to Be Employed</u>	<u>% of Time</u>	<u>Cost</u>
Managing Director	12	50	\$13,000
Program Officer	12	100	20,000
Economic Development Planner	12	100	18,000
Social Planner	12	100	18,000
Administrative Assistant	12	100	12,000
			<u>\$81,000</u>
Fringe (21.85%)			17,700
			<u>\$98,700</u>
 <u>Travel</u>			
Local-52 wks. @ \$20/wk			\$ 1,040
Long Distance-3 round trips to Washington, DC			660
			<u>\$ 1,700</u>
 <u>Equipment</u>			
Typewriter-12 mos. @ \$40/mo.			\$ 480
Calculator			50
			<u>\$ 530</u>
 <u>Supplies</u>			
Office and desk top-4 persons @ \$150/person/yr.			\$ 600
 <u>Contractual</u>			
Architectural Consulting-@ \$25/hr. (\$200/day) 30 days			\$ 6,000
Legal Expenses @ \$50/hr. x 100 hrs.			5,000
Program Evaluation			12,500
			<u>\$23,500</u>
 <u>Other</u>			
Postage @ \$25/mo. x 12 mos.			300
Telephone @ \$45./instrument/mo. x 4 instruments x 12			2,160
Publications and subscriptions			400
Photocopying @ 10¢/copy x 1,000 copies/mo.			900
Printing			650
			<u>\$ 4,410</u>
 <u>Total Direct Costs</u>			 \$129,440
 <u>Indirect Costs (25.8%)</u>			 <u>33,396</u>
 <u>TOTAL:</u>			 \$162,836

SECTION 11—FEDERAL AGENCY ACTION

PART II

OMB NO. EO-RO 186

PROJECT APPROVAL INFORMATION

<u>Item 1.</u>	
Does this assistance request require State, local, regional, or other priority rating?	Name of Governing Body _____ Priority Rating _____
_____ Yes <u>X</u> No	
<u>Item 2.</u>	
Does this assistance request require State, or local advisory, educational or health clearances?	Name of Agency or Board _____
Not Applicable _____ Yes _____ No	(Attach Documentation)
<u>Item 3.</u>	
Does this assistance request require clearinghouse review in accordance with OMB Circular A-95?	(Attach Comments) This application has been submitted to the Metropolitan Area Planning Council and the Office of State Planning for purposes of protocol. Comments will be forwarded. See Form 424, Part I, #22B
_____ Yes <u>X</u> No	
<u>Item 4.</u>	
Does this assistance request require State, local, regional or other planning approval?	Name of Approving Agency _____ Date _____
Not Applicable _____ Yes _____ No	
<u>Item 5.</u>	
Is the proposed project covered by an approved comprehensive plan?	Check one: State <input type="checkbox"/> Local <input type="checkbox"/> Regional <input type="checkbox"/>
Not Applicable _____ Yes _____ No	Location of Plan _____
<u>Item 6.</u>	
Will the assistance requested serve a Federal installation?	Name of Federal Installation _____ Federal Population benefiting from Project _____
_____ Yes <u>X</u> No	
<u>Item 7.</u>	
Will the assistance requested be on Federal land or installation?	Name of Federal Installation _____ Location of Federal Land _____ Percent of Project _____
_____ Yes <u>X</u> No	
<u>Item 8.</u>	
Will the assistance requested have an impact or effect on the environment?	See instructions for additional information to be provided.
_____ Yes <u>X</u> No	
<u>Item 9.</u>	
Will the assistance requested cause the displacement of individuals, families, businesses, or farms?	Number of: Individuals _____ Families _____ Businesses _____ Farms _____
_____ Yes <u>X</u> No	
<u>Item 10.</u>	
Is there other related assistance on this project previous, pending, or anticipated?	See instructions for additional information to be provided. See attachment
<u>X</u> Yes _____ No	

Part II - Item 10 - Additional Information

USES is simultaneously applying to the US Department of Housing and Urban Development, Office of Policy, Development and Research, Program Number 14.506 for a basic grant to supplement the US Department of HEW's contribution to the Residential Improvement Program costs. This grant application represents the culmination of the Dept. of HEW', Office of Policy, Research, and Evaluation, Social Rehabilitation Service's demonstration grant for the Housing Improvement Planning Project (HIPP) awarded to USES in October, 1977. The Residential Improvement Program seeks to implement the Demonstration Plan of cross-cutting funding from multiple sources, which was the final product prepared by the HIPP. The matching application to HUD seeks \$73,351. The grant application was filed February 28, 1979. and the status is pending.

PART III - BUDGET INFORMATION

SECTION A - BUDGET SUMMARY

Grant Program, Function Activity (a)	Federal Catalog No. (b)	Estimated Unobligated Funds		New or Revised Budget		
		Federal (c)	Non-Federal (d)	Federal (e)	Non-Federal (f)	Total (g)
1. Residential Improvement Program	13.766	\$	\$	\$ 76,713.	\$	\$ 76,713.
3.						
4.	14.506			86,123.		86,123.
5. TOTALS		\$	\$	\$ 162,836.	\$	\$ 162,836.

SECTION B - BUDGET CATEGORIES

Object Class Categories	- Grant Program, Function or Activity				Total (5)
	(1)	(2)	(3)	(4)	
6. Object Class Categories	13.766	14.506			
a. Personnel	\$ 40,500.	\$ 40,500.	\$	\$	\$ 81,000.
b. Fringe Benefits	8,850.	8,850.			17,700.
c. Travel	440.	220.			660.
d. Equipment	265.	265.			530.
e. Supplies	300.	300.			600.
f. Contractual	7,900.	15,600.			23,500.
g. Construction	-	-			-
h. Other	2,725.	2,725.			5,450.
i. Total Direct Charges	60,980.	68,460.			129,440.
j. Indirect Charges	15,733.	17,663.			33,396.
k. TOTALS	\$ 76,713	\$ 86,123.	\$	\$	\$ 162,836.
7. Program Income	\$ -	\$ -	\$	\$	\$ -

SECTION C - NON-FEDERAL RESOURCES

(a) Grant Program	(b) APPLICANT	(c) STATE	(d) OTHER SOURCES	(e) TOTALS
8. Residential Improvement Program-USES*	\$ 9,878.	\$	\$	\$ 9,878.
9.				
10.				
11.				
12. TOTALS	\$ 9,878.	\$	\$	\$ 9,878.*

SECTION D - FORECASTED CASH NEEDS

	Total for 1st Year	1st Quarter	2nd Quarter	3rd Quarter	4th Quarter
13. Federal	\$ 162,836.	\$ 40,709.	\$ 40,709.	\$ 40,709.	\$ 40,709.
14. Non-Federal	9,878.	2,470.	2,470.	2,469.	2,469.
15. TOTAL	\$ 172,714.	\$ 43,179.	\$ 43,179.	\$ 43,179.	\$ 43,179.

SECTION E - BUDGET ESTIMATES OF FEDERAL FUNDS NEEDED FOR BALANCE OF THE PROJECT

(a) Grant Program	FUTURE FUNDING PERIODS (YEARS)			
	(b) FIRST	(c) SECOND	(d) THIRD	(e) FOURTH
16. Residential Improvement Program-13.766	\$ 84,384.	\$ 92,823.	\$ 102,105.	\$ 112,316.
17. " " 14.506	94,735.	104,209.	114,630.	126,093.
18.				
19.				
20. TOTALS	\$ 179,119.	\$ 197,032.	\$ 216,735.	\$ 238,409.

SECTION F - OTHER BUDGET INFORMATION

(Attach additional Sheets if Necessary)

21. Direct Charges: See attached Breakdown of Estimated Costs

22. Indirect Charges: Based on current rate with US Dept. of HEW

23. Remarks: *See attachment of USES In-Kind Contributions

* USES In-Kind Contributions to Residential Improvement Program

<u>Personnel</u>	<u>Months to Be Employed</u>	<u>% of Time</u>	<u>Cost</u>
Associate Director	12	20	\$5,000.
Fringe Benefits (16.65%)			<u>932.</u>
			\$6,532.
Rent - 150 sq. ft. x \$4./ft.			\$ 600.
Utilities			300.
Communications			<u>420.</u>
Total Direct Costs			\$7,852.
Indirect Costs (Overhead-25.8%)			<u>2,026.</u>
<u>TOTAL</u>			\$9,878.

HUD Share of Estimated Costs

<u>Personnel</u>	<u>Months to be Employed</u>	<u>% of Time</u>	<u>Cost</u>
Managing Director	12	25	\$ 6,500
Program Officer	12	50	10,000
Economic Development Planner	12	100	18,000
Administrative Assistant	12	50	6,000
			<u>\$40,500</u>
<u>Fringe Benifits (21.85%)</u>			\$ 8,850
			<u>\$49,350</u>
<u>Travel</u>			
Local-52 wks. @ \$10./wk.			\$ 520
Long Distance - 1 round trip to Washington, DC			220
			<u>\$ 740</u>
<u>Equipment</u>			
Typewriter - 6 mos. @ \$40./mo.			\$ 240
Calculator			25
			<u>265</u>
<u>Supplies</u>			
Office and desk top - 2 persons @ \$150/person/yr.			\$ 300
<u>Contractual</u>			
Architectural Consulting @ \$25./hr. (\$200./day) - 30 days			6,000
Legal Expenses @ \$50./hr. x 67 hrs.			3,350
Program Evaluation			6,250
			<u>\$15,600</u>
<u>Other</u>			
Postage @ \$12.50/mo. x 12 mos.			\$ 150
Telephone @ \$45./instrument/mo. x 2 instruments x 12 mos			1,080
Publications and subscriptions			200
Photocopying @ 10¢/copy x 500 copies/mo.			450
Printing			325
			<u>\$ 2,205</u>
<u>Total Direct Costs</u>			\$68,460
<u>Indirect Costs (25.8%)</u>			<u>17,663</u>
<u><u>TOTAL</u></u>			\$86,123

**ASSURANCE OF COMPLIANCE WITH THE DEPARTMENT OF
HEALTH, EDUCATION, AND WELFARE REGULATION UNDER
TITLE VI OF THE CIVIL RIGHTS ACT OF 1964**

United South End Settlements (USES) (hereinafter called the "Applicant")
(Name of Applicant)

HEREBY AGREES THAT it will comply with title VI of the Civil Rights Act of 1964 (P.L. 88-352) and all requirements imposed by or pursuant to the Regulation of the Department of Health, Education, and Welfare (45 CFR Part 80) issued pursuant to that title, to the end that, in accordance with title VI of that Act and the Regulation, no person in the United States shall, on the ground of race, color, or national origin, be excluded from participation in, be denied the benefits of, or be otherwise subjected to discrimination under any program or activity for which the Applicant receives Federal financial assistance from the Department; and HEREBY GIVES ASSURANCE THAT it will immediately take any measures necessary to effectuate this agreement.

If any real property or structure thereon is provided or improved with the aid of Federal financial assistance extended to the Applicant by the Department, this assurance shall obligate the Applicant, or in the case of any transfer of such property, any transferee, for the period during which the real property or structure is used for a purpose for which the Federal financial assistance is extended or for another purpose involving the provision of similar services or benefits. If any personal property is so provided, this assurance shall obligate the Applicant for the period during which it retains ownership or possession of the property. In all other cases, this assurance shall obligate the Applicant for the period during which the Federal financial assistance is extended to it by the Department.

THIS ASSURANCE is given in consideration of and for the purpose of obtaining any and all Federal grants, loans, contracts, property, discounts or other Federal financial assistance extended after the date hereof to the Applicant by the Department, including installment payments after such date on account of applications for Federal financial assistance which were approved before such date. The Applicant recognizes and agrees that such Federal financial assistance will be extended in reliance on the representations and agreements made in this assurance, and that the United States shall have the right to seek judicial enforcement of this assurance. This assurance is binding on the Applicant, its successors, transferees, and assignees, and the person or persons whose signatures appear below are authorized to sign this assurance on behalf of the Applicant.

Dated 2/28/79


(Applicant)

By Kenneth L. Brown, Executive Director
(President, Chairman of Board, or comparable
authorized official)

566 Columbus Avenue

Boston, Ma. 02118
(Applicant's mailing address)

U. S. TREASURY DEPARTMENT
INTERNAL REVENUE SERVICE
WASHINGTON 25, D. C.

IN REPLY REFER TO
TIRIEO

NOV 23 1952

WJL

United South End Settlements
80 Union Park
Boston 12, Massachusetts

Gentlemen:

PURPOSE	
Charitable	
ADDRESS INQUIRIES & FILE RETURNS WITH DISTRICT DIRECTOR OF INTERNAL REVENUE	
Boston, Massachusetts	
FORM 990-A REQUIRED	ACCOUNTING PERIOD ENDING
<input checked="" type="checkbox"/> YES <input type="checkbox"/> NO	December 31

Based upon the evidence submitted, it is held that you are exempt from Federal income tax as an organization described in section 501(c)(3) of the Internal Revenue Code, as it is shown that you are organized and operated exclusively for the purpose shown above. Any questions concerning excise, employment or other Federal taxes should be submitted to your District Director.

You are not required to file Federal income tax returns so long as you retain an exempt status, unless you are subject to the tax on unrelated business income imposed by section 511 of the Code and are required to file Form 990-T for the purpose of reporting unrelated business taxable income. Any changes in your organization's character, purposes or method of operation should be reported immediately to your District Director for consideration of their effect upon your exempt status. You should also report any change in your name or address. Your liability for filing the annual information return, Form 990-A, is set forth above. That return, if required, must be filed after the close of your annual accounting period indicated above.

Contributions made to you are deductible by donors as provided in section 170 of the Code. Requests, legacies, devises, transfers or gifts to or for your use are deductible for Federal estate and gift tax purposes under the provisions of sections 2055, 2106 and 2522 of the Code.

You are not liable for the taxes imposed under the Federal Insurance Contributions Act (social security taxes) unless you file a waiver of exemption certificate as provided in such act. You are not liable for the tax imposed under the Federal Unemployment Tax Act. Inquiries about the waiver of exemption certificate for social security taxes should be addressed to your District Director.

Your District Director is being advised of this action.

Very truly yours,

J. J. Marley
Chief, Exempt Organizations Branch



SH/III

NEGOTIATION AGREEMENT
Non-Profit Institutions

147.

DATE November 8, 1977

INSTITUTION: United South End
Health Center
500 Washington Avenue
Boston, MA 02118

FILING REF.: This replaces
Negotiation Agreement
dated Not Applicable

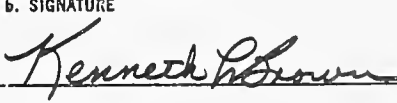
The indirect cost rate(s) contained herein is for use on grants and contracts with the Department of Health, Education, and Welfare subject to the conditions contained in Section II.

SECTION I: RATES

<u>Type</u>	<u>Effective Period</u>		<u>Rate*</u>	<u>Locations</u>	<u>Applicable To</u>
	<u>From</u>	<u>To</u>			
Provisional	10/1/77	12/31/78	25.5%	All	All Programs

*Base: Total direct cost less items of equipment, alterations and renovations.

Treatment of Fringe benefits: Fringe benefits applicable to direct salaries and wages are treated as direct costs.

FEDERAL ASSISTANCE		2. APPLICANT'S APPLICATION	a. NUMBER	3. STATE APPLICATION IDENTIFIER	a. NUMBER
1. TYPE OF ACTION <input type="checkbox"/> PREAPPLICATION <input checked="" type="checkbox"/> APPLICATION (Mark appropriate box) <input type="checkbox"/> NOTIFICATION OF INTENT (Opt.) <input type="checkbox"/> REPORT OF FEDERAL ACTION		b. DATE Year month day 19		b. DATE Year month day ASSIGNED 19	
4. LEGAL APPLICANT/RECIPIENT			5. FEDERAL EMPLOYER IDENTIFICATION NO.		
a. Applicant Name : b. Organization Unit : USES Development Corporation c. Street/P.O. Box : 48 Rutland Street d. City : Boston e. County : Suffolk f. State : MA. g. ZIP Code: 02118 h. Contact Person (Name & telephone No.) : Mr. Syvalia Hyman, III (617) 266-5451			6. PRO-GRAM (From Federal Catalog) a. NUMBER 1 4 0 5 0 6 b. TITLE HUD Office of Policy Development and Research		
7. TITLE AND DESCRIPTION OF APPLICANT'S PROJECT			8. TYPE OF APPLICANT/RECIPIENT		
Residential Improvement Program The Program will integrate the delivery of human services to residents receiving housing repair/rehabilitation assistance.			A-State B-Interstate C-Substate D-County E-City F-School District G-Special Purpose District H-Community Action Agency I-Higher Educational Institution J-Indian Tribe K-Other (Specify): Community Development Corporation Enter appropriate letter <input checked="" type="checkbox"/>		
10. AREA OF PROJECT IMPACT (Names of cities, counties, States, etc.)			11. ESTIMATED NUMBER OF PERSONS BENEFITING		
South End/Lower Roxbury section of Boston			30-50households/yr.		
13. PROPOSED FUNDING			14. CONGRESSIONAL DISTRICTS OF:		
a. FEDERAL \$ 86,123.00 b. APPLICANT 9,878.00 c. STATE - .00 d. LOCAL - .00 e. OTHER 63,942.00 f. TOTAL \$ 147,171.00			a. APPLICANT Ninth b. PROJECT Ninth 16. PROJECT START DATE Year month day 19 7 1 17. PROJECT DURATION 12 Months 18. ESTIMATED DATE TO BE SUBMITTED TO FEDERAL AGENCY Year month day 19 7 3 1		
20. FEDERAL AGENCY TO RECEIVE REQUEST (Name, City, State, ZIP code)			21. REMARKS ADDED		
US Dept. of HUD-P.D.&R-Washington, DC 20410			<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No		
22. THE APPLICANT CERTIFIES THAT		a. To the best of my knowledge and belief, data in this preapplication/application are true and correct, the document has been duly authorized by the governing body of the applicant and the applicant will comply with the attached assurances if the assistance is approved. b. If required by OMB Circular A-95 this application was submitted, pursuant to instructions therein, to appropriate clearinghouses and all responses are attached:			
		(1) Metropolitan Area Planning Council (MAPC) <input checked="" type="checkbox"/> (2) Office of State Planning (OSP) <input checked="" type="checkbox"/> (3) See Part II, Item 3 <input checked="" type="checkbox"/>			
23. CERTIFYING REPRESENTATIVE		24. AGENCY NAME		25. APPLICATION RECEIVED	
a. TYPED NAME AND TITLE Kenneth L. Brown Executive Director		b. SIGNATURE 		c. DATE SIGNED Year month day 19 79 1 31	
26. ORGANIZATIONAL UNIT		27. ADMINISTRATIVE OFFICE		28. FEDERAL APPLICATION IDENTIFICATION	
US Department of Housing and Urban Development					
29. ADDRESS		30. FEDERAL GRANT IDENTIFICATION		31. ACTION TAKEN	
				<input type="checkbox"/> a. AWARDED <input type="checkbox"/> b. REJECTED <input type="checkbox"/> c. RETURNED FOR AMENDMENT <input type="checkbox"/> d. DEFERRED <input type="checkbox"/> e. WITHDRAWN	
32. FUNDING		33. ACTION DATE		34. STARTING DATE	
a. FEDERAL \$.00 b. APPLICANT .00 c. STATE .00 d. LOCAL .00 e. OTHER .00 f. TOTAL \$.00		Year month day 19		Year month day 19	
		35. CONTACT FOR ADDITIONAL INFORMATION (Name and telephone number)		36. ENDING DATE	
				Year month day 19	
38. FEDERAL AGENCY A-95 ACTION		37. REMARKS ADDED			
		<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No			
		a. In taking above action, any comments received from clearinghouses were considered. If agency response is due under provisions of Part 1, OMB Circular A-95, it has been or is being made. b. FEDERAL AGENCY A-95 OFFICIAL (Name and telephone no.)			

PART II

OMB NO. 20-RO 186

PROJECT APPROVAL INFORMATION

Item 1.

Does this assistance request require State, local, regional, or other priority rating?

____ Yes X No

Name of Governing Body _____

Priority Rating _____

Item 2.

Does this assistance request require State, or local advisory, educational or health clearances?

Name of Agency or

Board _____

Not Applicable

____ Yes ____ No (Attach Documentation)

Item 3.

Does this assistance request require clearinghouse review in accordance with OMB Circular A-95?

____ Yes X No

(Attach Comments) This application has been submitted to the MAPC and Office of State Planning for purposes of protocol. Comments will be forwarded (See Form 424, Part I, #22B)

Item 4.

Does this assistance request require State, local, regional or other planning approval?

Name of Approving Agency _____

Date _____

Not Applicable

____ Yes ____ No

Item 5.

Is the proposed project covered by an approved comprehensive plan?

Check one: State ☐Local ☐Regional ☐

Not Applicable

____ Yes ____ No

Location of Plan _____

Item 6.

Will the assistance requested serve a Federal installation?

____ Yes X No

Name of Federal Installation _____

Federal Population benefiting from Project _____

Item 7.

Will the assistance requested be on Federal land or installation?

____ Yes X No

Name of Federal Installation _____

Location of Federal Land _____

Percent of Project _____

Item 8.

Will the assistance requested have an impact or effect on the environment?

____ Yes X No

See instructions for additional information to be provided.

Item 9.

Will the assistance requested cause the displacement of individuals, families, businesses, or farms?

____ Yes X No

Number of:

Individuals _____

Families _____

Businesses _____

Farms _____

Item 10.

Is there other related assistance on this project previous, pending, or anticipated?

____ Yes X No

See instructions for additional information to be provided.

See attachment

Part II - Item 10 - Additional Information

USES is simultaneously applying to the US Department of Health, Education, and Welfare, Office of Planning Research and Evaluation (OPRE), Social and Rehabilitation Service (SRS), Program Number 13.766 for a basic grant to supplement the US Department of HUD's contribution to the Residential Improvement Program costs. This grant application represents the culmination of the Dept. of HEW, OPRE, SRS's demonstration grant for the Housing Improvement Planning Project (HIPP) awarded to USES in October, 1977. The Residential Improvement Program seeks to implement the Demonstration Plan of cross-cutting funding from multiple sources, which was the final product prepared by the HIPP. The matching grant application to HEW seeks \$63,942. The grant application was filed February 28, 1979 and the status is pending.

PART III - BUDGET INFORMATION

SECTION A - BUDGET SUMMARY

Grant Program, Function or Activity (a)	Federal Catalog No. (b)	Estimated Unobligated Funds		New or Revised Budget		
		Federal (c)	Non-Federal (d)	Federal (e)	Non-Federal (f)	Total (g)
1. Residential Improvement Program	14.506	\$	\$	\$ 86,123.	\$	\$ 86,123.
2.						
3.	13.766			76,713		76,713.
4.						
5. TOTALS		\$.	\$	\$ 162,836.	\$	\$ 162,836.

SECTION B - BUDGET CATEGORIES

6. Object Class Categories	- Grant Program, Function or Activity					Total (5)
	(1) 14,506	(2) 13,766	(3)	(4)		
a. Personnel	\$ 40,500.	\$ 40,500.	\$	\$	\$ 81,000.	
b. Fringe Benefits	8,850.	8,850.			17,700.	
c. Travel	220.	440.			660.	
d. Equipment	265.	265.			530.	
e. Supplies	300.	300.			600.	
f. Contractual	15,600.	7,900.			23,500.	
g. Construction	-	-				
h. Other	2,725.	2,725.			5,450.	
i. Total Direct Charges	68,460.	60,980.			129,440.	
j. Indirect Charges	17,663.	15,733.			33,396.	
k. TOTALS	\$ 86,123.	\$ 76,713.	\$	\$	\$ 162,836.	
7. Program Income	\$ -	\$ -	\$	\$	\$ -	

SECTION C - NON-FEDERAL RESOURCES

(a) Grant Program	(b) APPLICANT	(c) STATE	(d) OTHER SOURCES	(e) TOTALS
8. Residential Improvement Program-USES*	\$ 9,878.	\$	\$	\$ 9,878.
9.				
10.				
11.				
12. TOTALS	\$ 9,878.	\$	\$	\$ 9,878. *

SECTION D - FORECASTED CASH NEEDS

	Total for 1st Year	1st Quarter	2nd Quarter	3rd Quarter	4th Quarter
13. Federal	\$ 162,836.	\$ 40,709.	\$ 40,709.	\$ 40,709.	\$ 40,709.
14. Non-Federal	9,878.	2,470.	2,470.	2,469.	2,469.
15. TOTAL	\$ 172,714.	\$ 43,179.	\$ 43,179.	\$ 43,179.	\$ 43,179.

SECTION E - BUDGET ESTIMATES OF FEDERAL FUNDS NEEDED FOR BALANCE OF THE PROJECT

(a) Grant Program	FUTURE FUNDING PERIODS (YEARS)			
	(b) FIRST	(c) SECOND	(d) THIRD	(e) FOURTH
16. Residential Improvement Prog.-14.506	\$ 94,735.	\$ 104,209.	\$ 114,630.	\$ 126,093.
17. " " 13.766	84,384.	92,823.	102,105.	112,316.
18.				
19.				
20. TOTALS	\$ 179,119.	\$ 197,032.	\$ 216,735.	\$ 238,409.

SECTION F - OTHER BUDGET INFORMATION

(Attach additional Sheets If Necessary)

21. Direct Charges

See attached Breakdown of Estimated Costs

22. Indirect Charges

Based on current rate with US Dept. of HEW

23. Remarks

*See attachment of USES In-Kind Contributions

* USES In-Kind Contributions to Residential Improvement Program

<u>Personnel</u>	<u>Months to Be Employed</u>	<u>% of Time</u>	<u>Cost</u>
Associate Director	12	20	\$5,000.
Fringe Benefits (16.65%)			<u>932.</u>
			\$6,532.
Rent - 150 sq. ft. x \$4./ft.			\$ 600.
Utilities			300.
Communications			<u>420.</u>
Total Direct Costs			\$7,852.
Indirect Costs (Overhead-25.8%)			<u>2,026.</u>
<u>TOTAL</u>			\$9,878.

HEW Share of Estimated Costs

<u>Personnel</u>	<u>Months to be Employed</u>	<u>% of Time</u>	<u>Cost</u>
Managing Director	12	25	\$ 6,500
Program Officer	12	50	10,000
Social Planner	12	100	18,000
Administrative Assistant	12	50	6,000
			<u>\$40,500</u>
<u>Fringe Benefits (21.85%)</u>			\$ 8,850
			<u>\$49,350</u>
<u>Travel</u>			
Local-52 wks. @ \$10/wk.			\$ 520
Long Distance-2 round trips to Washington, DC			440
			<u>960</u>
<u>Equipment</u>			
Typewriter - 6 mos. @ \$40./mo.			\$ 240
Calculator			25
			<u>265</u>
<u>Supplies</u>			
Office and desk top - 2 persons @ \$150./person/year			\$ 300
<u>Contractual</u>			
Legal Expenses @ \$50./hr. x 33 hours			\$ 1,650
Program Evaluation			6,250
			<u>\$ 7,900</u>
<u>Other</u>			
Postage @ \$12.50/mo. x 12 mos.			\$ 150
Telephone @ \$45./instrument/mo. x 2 instruments x 12 mos			1,080
Publications and subscriptions			200
Photocopying @ 10¢/copy x 500 copies/mo.			450
Printing			325
			<u>\$ 2,205</u>
<u>Total Direct Costs</u>			\$60,980
<u>Indirect Costs (25.8%)</u>			15,733
<u><u>TOTAL</u></u>			\$76,713

U. S. TREASURY DEPARTMENT
INTERNAL REVENUE SERVICE
WASHINGTON 25, D. C.



IN REPLY REFER TO
T:R:EO:J
WJL

NOV 23 1952

United South End Settlements
20 Union Park
Boston 12, Massachusetts

Gentlemen:

PURPOSE	
Charitable	
ADDRESS INQUIRIES & FILE RETURNS WITH DISTRICT DIRECTOR OF INTERNAL REVENUE	
Boston, Massachusetts	
FORM 990-A REQUIRED	ACCOUNTING PERIOD ENDING
<input checked="" type="checkbox"/> YES <input type="checkbox"/> NO	December 31

Based upon the evidence submitted, it is held that you are exempt from Federal income tax as an organization described in section 501(c)(3) of the Internal Revenue Code, as it is shown that you are organized and operated exclusively for the purpose shown above. Any questions concerning excise, employment or other Federal taxes should be submitted to your District Director.

You are not required to file Federal income tax returns so long as you retain an exempt status, unless you are subject to the tax on unrelated business income imposed by section 511 of the Code and are required to file Form 990-T for the purpose of reporting unrelated business taxable income. Any changes in your organization's character, purposes or method of operation should be reported immediately to your District Director for consideration of their effect upon your exempt status. You should also report any change in your name or address. Your liability for filing the annual information return, Form 990A, is set forth above. That return, if required, must be filed after the close of your annual accounting period indicated above.

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Your District Director is being advised of this action.

Very truly yours,

J. J. Hawley
Chief, Exempt Organizations Branch



SK

NEGOTIATION AGREEMENT
Non-Profit Institutions

DATE October 13, 1978

INSTITUTION: United South End Settlements
566 Columbus Avenue
Boston, Massachusetts 02118

FILING REF.: This replaces
Negotiation Agreement
dated November 30, 1977

The indirect cost rate(s) contained herein is for use on grants and contracts with the Department of Health, Education, and Welfare subject to the conditions contained in Section II.

SECTION I: RATES

<u>Type</u>	<u>Effective Period</u>		<u>Rate*</u>	<u>Locations</u>	<u>Applicable To</u>
	<u>From</u>	<u>To</u>			
Final	10/1/77	12/31/77	25.8%	All	All Programs
Provisional	1/1/78	12/31/79	25.8%	All	All Programs

*Base: Total direct cost less items of equipment, alterations and renovations.

Treatment of Fringe Benefits: Fringe benefits applicable to direct salaries and wages are treated as direct costs.

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